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Executive Board of the United Nations Children's Fund

Report on the first and second regular sessions and annual session of 2002

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Note

Symbols of United Nations documents are composed of capital letters combined with figures.

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Part one
First regular session of 2002

Held at United Nations Headquarters from 21 to 25 January 2002

I. Organization of the session

A. Opening of the session

1. Prior to the election of the officers of the Executive Board for 2002, the Deputy Executive Director, Operations, thanked the outgoing President (Armenia) for his effective leadership in a year that turned out to be different than planned. On behalf of UNICEF, she presented him with the traditional engraved gavel and stand.

Election of officers for 2002

2. Following the election of the new President (Colombia), he proceeded with the election of the remaining members of the Bureau (see annex II, decision 2002/1, for the composition of the Bureau).

Statement by the President of the Executive Board

3. In his opening statement, the President of the Executive Board congratulated the new Bureau members and Board members, and expressed his warmest gratitude to the outgoing President and Board members for their hard work during the past year. He advised delegations that the Executive Director was attending the Tokyo meeting on Afghanistan reconstruction and would be addressing the Board on her return (see paragraphs 137-147 below). He also highlighted the upcoming meeting with the Executive Board of the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA), with the participation of the World Food Programme (WFP), adding that as President, he would inform the Economic and Social Council of the discussion.

4. The President focused his remarks on three important issues for Board consideration during 2002. The first issue related to the proposed changes in the procedures for consideration and approval of country programmes of cooperation, particularly the format and discussion of country notes. This, he said, would lead to a more interactive dialogue, while providing the Board with information necessary for effective decision-making and taking into account the overall priorities of the medium-term strategic plan (MTSP). He suggested that Board members might wish to refer to how the plan was reflected in the country notes in their statements.

5. The second issue involved deliberations on the mechanism for Board cooperation with the Security Council. This subject, the President recalled, was raised the President of the Security Council in addressing the Executive Board at its December 2001 session.

6. The third issue dealt with the field visits scheduled for 2002. The President expressed the view that there was a need to elevate the profile of the field visits and to ensure that the sites selected were of interest to delegations in view of present circumstances. He emphasized the usefulness of the field visits to the Executive Board as well as to the countries visited.

B. Adoption of the agenda

7. In introducing this agenda item, the Secretary of the Executive Board addressed some of the problems encountered regarding translations and late documents. He also mentioned that the secretariat had met with its United Nations counterparts on the subject of documentation. In addition, he said that the Joint Inspection Unit (JIU) was reviewing this issue, and the secretariat would share its findings with the Board in due course.

8. The agenda, timetable and organization of work of the session, as contained in document E/ICEF/2002/2, was adopted. The agenda contained the following items:

Item 1: Opening of the session:
- (a) Election of the officers of the Executive Board for 2002
- (b) Statement by the President of the Executive Board

Item 2: Adoption of the provisional agenda and timetable and organization of work

Item 3: Report of the Executive Director (Part I): annual report to the Economic and Social Council

Item 4: Country notes

Item 5:	Procedures for consideration and approval of proposals for country programmes of cooperation
Item 6:	Immunization: vaccine security
Item 7:	Recommendation to the Executive Board: UNICEF Maurice Pate Award
Item 8:	Tribute to key actors of the Global Movement for Children: the role of volunteers in UNICEF National Committees
Item 9:	Private Sector Division (PSD) work plan and proposed budget for 2002
Item 10:	Pledging event
Item 11:	Other matters
Item 12:	Closing of the session: remarks by the Executive Director and the President of the Executive Board
Item 13:	Joint meeting of the Executive Boards of UNICEF and UNDP/UNFPA and WFP

9. In accordance with rule 50.2 and the annex of the rules of procedure, the Secretary of the Executive Board announced that 47 observer delegations had submitted credentials for the session. In addition, one United Nations body, two specialized agencies, one intergovernmental organization and six National Committees for UNICEF had also submitted credentials.

II. Deliberations of the Executive Board

A. Report of the Executive Director (Part I): annual report to the Economic and Social Council

10. The Director, Office of United Nations Affairs and External Relations, introduced the Executive Director's annual report to the Economic and Social Council (E/ICEF/2002/4 (Part I)) on the follow up to Economic and Social Council and General Assembly resolutions. The document was prepared in accordance with an approved format and one that was common with the corresponding reports to the UNDP/UNFPA and WFP Executive Boards. The report covered implementation of the Secretary-General's reform programmes and of the Triennial Comprehensive Policy Review (TCPR) as well as relations with the World Bank, follow-up of the major international conferences and a brief section on responding to humanitarian crises. In addition, under this agenda item, there was a report of the Executive Director on follow-up to the reports of JIU. There were four reports of relevance to UNICEF. Copies of the reports were made available in the room and were available on the JIU web site.

11. With respect to the follow-up to the Council, the report focused on the various aspects of the TCPR, the latest round of which had not yet been completed at the time the report was finalized. In light of this, the secretariat provided an update based on the current situation.

12. A number of delegations commended the secretariat for the useful report and expressed their appreciation that it followed the agreed upon format. The focus on the reform efforts of the Secretary-General and the TCPR were noted with appreciation. However, some delegations requested that future reports focus on UNICEF's own experiences and lessons learned with regard to participation in the United Nations Development Group (UNDG), the resident coordinator system, Common Country Assessments/United Nations Development Assistance Frameworks (CCAs/UNDAFs) and Poverty Reduction Strategy Papers (PRSPs), and that the reports be more analytical. Some delegations expressed interest in seeing an analysis of how CCAs, UNDAFs and better coordination in general have affected UNICEF country programmes and what have been the benefits.

13. Noting that the CCA/UNDAF had been discussed extensively in the TCPR, some delegations reiterated the need to improve the quality of both the process and the product. They also welcomed the efforts undertaken by UNICEF to integrate these instruments into its own programming procedures.

14. Several speakers expressed concern about the decline in core resources and the increase in non-core funding, as they saw that the current situation could affect the multilateral nature of the funds and programmes.

15. Turning to the resident coordinator system, a number of delegations noted with concern the low

number of females and UNICEF staff serving as resident coordinators.

16. Progress towards simplification and harmonization was met with approval, but several delegations noted that much work remained to be done. In this regard some speakers said that they looked forward to a substantive discussion on the subject at the joint meeting of the Executive Boards. One delegation reminded the secretariat that the process should aim to lessen the burden on Governments.

17. Strengthened cooperation with the Bretton Woods institutions, particularly in the context of poverty reduction strategies, was encouraged by a number of delegations, with some offering to assist in the effort if needed. A speaker recommended that the secretariat proceed cautiously in order to ensure that conditionalities, which were part of the framework of the Bretton Woods institutions, did not affect the work of UNICEF. (See annex II, decisions 2002/2 and 2002/3, for the texts of the decisions adopted by the Executive Board.)

B. Country notes

Overview

18. The Director, Programme Division, provided a brief overview of the 15 country notes being presented for comments to the Executive Board, of which 13 were for individual country programmes and two for multi-country programmes. The country notes had been developed through country-led processes, involving central government agencies, local authorities, civil society and young people. They had drawn on recent situation analyses, CCAs and UNDAFs, where they exist, and had considered the five organizational priorities of the 2002-2005 UNICEF MTSP (E/ICEF/2001/13 and Corr.1).

19. The largest funding allocations would support interventions in the areas of health and nutrition, followed by those in basic education. Several country notes would combine support to national sector-based programmes, with assistance to integrated programmes in some of the geographic areas with the worst child indicators. The latter would be carried out in cooperation with local authorities and support community capacity development and participation.

20. UNICEF support to the fight against HIV/AIDS was now prominent in all parts of the world, and the new priority on child protection was reflected in a range of country notes. Emergency preparedness had become a regular feature in UNICEF-assisted programmes.

21. Several speakers welcomed the focus on MTSP priorities and the clear relationship of the proposed programmes to UNDAF. One delegation emphasized the need for more specific numerical targets to be formulated in programme documentation to facilitate better assessment of progress. Two delegations welcomed the increased attention to the participation of youth, and suggested the sharing of lessons learned on successful strategies to increase the involvement young people.

22. The human rights-based approach to programming reflected in the country notes was welcomed by one speaker, who added that the Botswana country note presented a good example of how the country report on implementation of the Convention on the Rights of the Child was used to influence the programme. The delegation recommended that more attention be given to children with disabilities.

23. One delegation appreciated the focus given to the most vulnerable children and the evidence of a life cycle approach. The delegation stressed the need for increased coordination, for example, to ensure contributions to the formulation of PRSPs. Anticipated contributions to policy development were now more visible in the country notes, and attention should also be paid to strengthening both institutional and legal frameworks. In future, more statistical gender-disaggregated information should be provided on political, social and cultural aspects affecting children and mothers, and the delegation recommended that all activities should be assessed regularly.

24. The Director, Programme Division, responded that more details on objectives and expected results would be provided in the country programme recommendations (CPRs), and acknowledged the importance of evaluations in assessing programme performance.

Eastern and Southern Africa

25. The Regional Director for Eastern and Southern Africa introduced the country notes for Botswana and

Comoros (E/ICEF/2002/P/L.1 and E/ICEF/2002/P/L.2, respectively), highlighting the following fundamental threats to survival and development in most countries in the region — HIV/AIDS, armed conflicts and poverty. He stressed that all three threats were linked synergistically and, therefore, had to be addressed simultaneously in order to achieve sustainable development. He referred to the very different programming environments in the two countries and indicated that the CPRs would reflect this reality. The Botswana country programme was focused entirely on the HIV/AIDS pandemic, while the Comoros country programme continued to support capacity-building and service delivery in health, nutrition, education and child protection. Both country programmes were very dependent on additional other resources as their regular resources allocations were very small.

26. A speaker remarked that the *Botswana* country note was well situated within both the UNDAF and national planning frameworks. There was a clear and relevant focus on HIV/AIDS prevention, legislation, a rights-based approach and capacity-building. The same speaker requested clarification on the linkage between the country note and the national HIV/AIDS programme. Reference was also made to the availability of funds for the HIV/AIDS programme, including from the Gates Foundation. It was noted that the national programme focused on the curative aspect, and for that reason, the delegation felt that the focus in the country note on the preventive aspect was appropriate. The speaker added that in view of the increasing number of HIV/AIDS-infected children in Botswana, UNICEF support to them became imperative. The issue of AIDS orphans was also well reflected in the country note. It was felt, however, that the reference to collaboration with other partners could have been strengthened under all the different programme components.

27. The Regional Director responded that Botswana had a very strong national programme on HIV/AIDS and a very clear strategy. Compared to many other countries, Botswana was well prepared, having allocated significant resources to HIV/AIDS. The outside world had heard more about the curative aspects because of some of the initiatives undertaken, for example, on issues related to the provision of antiretroviral drugs and the debate on the prevention of mother-to-child transmission (MTCT). In fact, Botswana tried to keep a reasonably good balance between preventive and curative responses. It was one of the few countries in the region where nationwide approaches were being implemented. UNICEF support was fully within the national plan of action for control of HIV/AIDS. Recently, technical support from both headquarters and the regional office had been provided to ensure that the decision taken to make available free instant formula for all mothers in the MTCT programme did not spill over to the use of instant formula by women who did not know their status or were HIV negative. The Government had asked UNICEF to assist in strengthening implementation of the International Code of Marketing of Breastmilk Substitutes and a general breastfeeding strategy. The Ministry of Health had endorsed a draft strategy. The Government, UNICEF and many other aid agencies had focused on preventing infection through their MTCT programmes. Some interventions were part of the programme aimed at improving the conditions of AIDS orphans, the majority of whom were not HIV positive. For those who were HIV positive, it was important to find a way to respond to their needs without stigmatizing them or their caretakers.

28. There were no comments on the Comoros country note.

West and Central Africa

29. The Executive Board had before it country notes for Cameroon, Côte d'Ivoire, Guinea-Bissau, Mali and Mauritania (E/ICEF/2002/P/L.3-E/ICEF/2002/P/L.7, respectively), which were introduced by the Regional Director for West and Central Africa. She said that many targets had not been achieved during the last decade, so that basic indicators for children's and women's health and nutrition had stagnated or even lost ground. The situation was compounded by the high prevalence of HIV and malaria, with poverty as the background in all five countries.

30. The Regional Director said that the lessons learned and mid-term review (MTR) exercises from the ongoing programmes had informed the development of the strategies described in the country notes. Those lessons included the need for mobilization and involvement of high-level decision makers; sustained resources at the agreed levels; multisectoral partnerships based on comparative advantages; appropriate coordinating mechanisms at the level of implementation; capacity-building for communication for behavioural change; and strengthening community

capacities to take the lead in project interventions. The same countries had also prepared PRSPs, which were supported by UNICEF and guided by the MTSP.

31. Making general remarks about the five country notes, a delegation expressed appreciation for the references to national policies, international goals, CCAs/UNDAFs, PRSPs and other types of collaborative mechanisms. There was more evidence that a rights-based approach to programming was being used, but more information would be welcome on how choices were made, especially concerning geographical concentration. The speaker said that it was satisfying to see that issues such as child trafficking could be seen in a different light from just a few months ago. The issue of HIV/AIDS in Côte d'Ivoire and Cameroon raised the question of how prevention, awareness and other activities would be funded in view of the small budgets available for health from Governments and UNICEF. The delegation also asked for more information on polio eradication and how lessons learned could be used for routine immunization programmes.

32. Noting that girls' education seemed to be well covered in the *Cameroon* country note, a delegation asked if child trafficking and other forms of exploitation would be covered in the CPR. Another speaker asked if the lack of specific mention of the Bamako Initiative as a programme strategy was an omission, and requested additional information on how the needs of children living with AIDS would be met with the limited funding available.

33. The country delegation of *Côte d'Ivoire* said that there was strong collaboration with UNICEF at local and regional levels, and that Education for All and child protection were two of the Government's highest priorities. In addition, the Government had recently created a new ministry to deal with HIV/AIDS, with the reduction in the incidence of MTCT a main area of focus. A major national consultation on health was scheduled for 2002. Another delegation stated that the proposed approach for the country programme was similar to its own, focusing on poverty and disparity reduction, although mechanisms for more strategic collaboration would be necessary. The speaker asked for further information on the trans-border response to child trafficking, and expressed appreciation for the lead taken by UNICEF in this area. Other delegations said that poverty was at the root of most of the problems facing the country and that the current financial environment was directly linked to prospects for good governance. A speaker asked about the effects of poverty and community-based programming on families' abilities to influence such traditional practices as female genital mutilation (FGM).

34. Responding to the remarks on the family environment in the context of growing poverty and families' abilities to influence decisions at this level, the Regional Director said that the area required further study, but in the immediate future, UNICEF would support efforts to strengthen the role of families and communities as part of its poverty reduction strategies. She confirmed that FGM was still a major problem in several countries of the region. While a few countries had started with advocacy at different levels and community-level education, change would not come quickly.

35. On the country note for *Guinea-Bissau*, a delegation asked if the planning for improving children's rights mentioned in paragraph 10 of the note would also include education, in view of the low level of trained teachers and the limited number of classes offered by rural schools. Speakers also asked about the declining coverage of fully immunized children and the need to expand immunization activities if polio was to be eradicated. Delegations expressed concern about the reduction of government investment in children and in human resources. Another delegation said that the analysis of the situation of children and women was not realistic, but expressed appreciation that some positive steps had been taken in the post-conflict period regarding polio, immunization and malaria.

36. A speaker asked why there was no mention of the Bamako Initiative in the country note given the challenges to the delivery of basic services. The same delegation asked about UNICEF support to demobilization activities and said that UNICEF had "missed the boat" at the end of the fighting, citing an unused sum of money that UNICEF had not disbursed. The speaker asked about UNICEF collaboration and coordination with the Ministry of Health and its other partners in HIV/AIDS activities. He also said that the community education and development project had developed a good participatory methodology which should be taken into consideration for the education programme. Another delegation wanted to know if UNICEF would be involved in the demobilization of child soldiers and what role it saw for education in the peace process.

37. The Regional Director replied that UNICEF would use a two-pronged approach in Guinea-Bissau, addressing both the post-conflict situation and long-term development. She said that there might not be specific mention of the Bamako Initiative because it had already been mainstreamed in the health delivery systems of most West African countries, but a more specific linkage could be made. UNICEF would work more in the area of immunization as part of the peace process, and a memorandum of understanding (MOU) was in place with the World Health Organization (WHO). UNICEF had also recently signed an MOU with the United Nations Educational, Scientific and Cultural Organization on education, and efforts were under way to help identify teachers and their training needs. With a mix of other partners, UNICEF would support the use of education activities as an integral part of the peace process in the country.

38. The country delegation of *Mali* said that the preparation of a situation analysis based on the life cycle prior to the identification of strategies and preparation of the country programme was appropriate to the needs of Mali's children and women. Continuing challenges included education; health, including high rates of child and maternal mortality; and poverty. The Government planned to make nine years of primary education compulsory, and child protection activities would give particular attention to the needs of girls. Mali had also signed or ratified international protocols on child labour, including the minimum age of work and the definition of hazardous work. Delegations said that the proposed country programme focused on meeting the unmet needs of women and children, especially reduction of the maternal mortality ratio and the infant mortality rate (IMR). One speaker said that family planning needed to be part of the response to the high level of maternal mortality. According to another delegation, the focus on education, health and child rights was appropriate, but leadership for programme implementation should be left to national authorities.

39. A delegation said that the proposed strategies in the country note required more work and that the note provided few details about what UNICEF would actually support. The target groups were not clear and the role of UNICEF should be defined more precisely. UNICEF should have a leadership role in health at the national policy level as well as within the subregion. A speaker said that programmatic indicators still needed to be harmonized. Another delegation said that the note did not adequately reflect collaboration with the Joint United Nations Programme on HIV/AIDS (UNAIDS) and that the proposed strategies did not give importance to other collaboration mechanisms such as sector investment programmes (SIPs) and sector-wide programmes (SWAPs). In that sense, the programme strategies were not as innovative as they could be. Another speaker asked how UNICEF would balance the needs for the continued training of teachers with the need for the construction of quality schools, and how that balance would be reached.

40. The Regional Director said that UNICEF carried out its work with the Government of Mali in collaboration with a wide range of partners, including multilateral and bilateral agencies, non-governmental organizations (NGOs) and civil society. The core component of SIPs and SWAPs was sectoral reform, and UNICEF was very involved in the process. Regarding the funding of HIV/AIDS, she said that this was not just a health issue, but a challenge to all parts of society. As available and appropriate, funds from other programme components would also be used, in addition to what might be funded by UNAIDS and others. UNICEF was already working with a wide range of partners across the region for the care and protection of children living with HIV/AIDS and those orphaned by AIDS. UNICEF was also collaborating with a bilateral aid agency to identify and refine strategies for responding to the needs of AIDS orphans.

41. Speaking on the country note for *Mauritania*, delegations expressed support for the proposed strategies for gender equity and girls' education. Several speakers also said that the strategies proposed in the country note were in accordance with those of their bilateral development programmes.

Americas and the Caribbean

42. The Executive Board had before it the country notes for Bolivia and the multi-country programme for the Eastern Caribbean (E/ICEF/2002/P/L.8 and E/ICEF/2002/P/L.9, respectively), which were introduced by the Regional Director for the Americas and Caribbean. He said that the country note for Bolivia had been developed in conjunction with the ongoing PRSP and UNDAF processes in the country and, therefore, focused on supporting social sectors and reducing disparities, especially their impact on the indigenous population. All of the organizational MTSP priorities were relevant for Bolivia and had been

incorporated in the new programme. As for the country note for the Eastern Caribbean, its two main priorities were early childhood development (ECD) and the prevention of HIV/AIDS, with a special emphasis on adolescents. The Regional Director also announced the recent inauguration of the United Nations House in Barbados, and thanked the Government of Barbados for its good will and support.

43. On the *Bolivia* country note, the country delegation said that the situation analysis reflected the reality of the relatively young country, which required the firmest efforts to support street children, working children, students and other groups. The Government was trying to change the situation in favour of youth and children with policies on such areas as domestic violence, sexual abuse and child labour. Many delegations expressed satisfaction with the country note and its alignment with the PRSP, UNDAF and the organizational priorities of UNICEF. Other speakers supported the capacity-building strategy, especially at the subnational level; the elaboration of partnerships; and the strategic focus on disparities, pilot models for sustainable development and decentralization. One delegation asked for more specific information on how the PRSP was used as a basis for the country programme.

44. A delegation said that the health/nutrition programme had specific lines of action and objectives, whereas the education programme was much larger in scope because it tried to affect national policy rather than carry out more discrete actions. The speaker asked why there was such a difference in strategic design. The Regional Director said that that the country programme aimed to reduce the geographic dispersion of the integrated local development programme. He would ask the country office to clarify the remaining questions.

45. Delegations raised questions about the education programme, especially what UNICEF intended to do to help working children and children with special needs, and its role in educational reform and capacity-building. The Regional Director said that the country office would investigate the lessons learned from other UNICEF programmes to see which ones were applicable to Bolivia. Compensatory programmes such as the *bolsa escola* in Brazil (through which families receive a monthly stipend if the child is in school and not working) would be tried. UNICEF also envisioned training teachers in early detection in order to steer children with special needs to proper services. There would be demonstration projects at the subnational level, especially in indigenous areas, that would feed into national policy-making, including potentially the *escuela nueva* ("new school") model from Colombia. Concerning educational reform, a delegation said that UNICEF seemed to find it difficult to phase out projects in order to allow other donors to provide direct support to the Government's education policy. The Regional Director said that the country programme was managed with the Government's acceptance and in accordance with its interests. UNICEF willingly graduated out of programmes when there were others with a comparative advantage in the same area.

46. A delegation expressed support for capacity-building at the local level and said that UNICEF should no longer be an implementer. To a question about how the focus on social data would be implemented, the Regional Director said that Bolivia would implement ChildInfo (UNICEF data storage and display software). Another delegation said that although UNICEF explained how it operated within a "new partnership framework" in the country note, it did not mention other partners. The Regional Director replied that the reference was to partnerships in a framework organized by the Government and donors. Although there were too many partnerships to list, he would be happy to provide a list on a bilateral basis. Some delegations commented on the dispersion of the programme and suggested that extensive advocacy programming would make the results qualitative and difficult to measure. The Regional Director did not agree and gave concrete examples of indicators such as the increase in the public budget allocation to children and the number of the laws and actions taken to implement the Children and Adolescents Code. While some results might be qualitative, all UNICEF programmes in the region now combined quantitative and qualitative objectives, and both types of objectives would be included in the CPR being submitted to the Board in September.

47. Speakers welcomed the focus on disparity reduction and said that the disaggregation of data would help to identify the unmet needs of the relatively underserved indigenous population. A delegation requested additional information on the Andean and Amazon programmes. The Regional Director said that one of the main strategies for disparity reduction would be through the Bolivian portion of the Amazon and Andean subregional programmes through which the

country had successfully mobilized funds for area-based, multisectoral programmes targeting the worst-off communities. The programmes focused on the two poorest regions of the country and addressed health, education, nutrition, and water and sanitation through direct service delivery and capacity-building. They would continue under the new country programme, but the number of municipalities covered would be reduced to 54 from the present 143 to promote better management. He agreed that there was a need for disaggregated data and said that the programme would repeat the multiple indicator cluster survey in between the national Demographic and Health Surveys for timely and disaggregated data.

48. A delegation said that in the country note, ECD projects were classified under education, reflecting a misunderstanding of ECD, which should also include health and nutrition components under immunization "plus". UNICEF should continue to emphasize IMR reduction, and continued support for decentralization would contribute to that end. The Regional Director said that UNICEF shared the concern about integrated ECD. The integrated aspect was new to this programme, as it was for many others, and there was not yet full acceptance and understanding by the national partners. The country did not want to promise too much, but it was possible that there would be increased integration within sectors, such as the Integrated Management of Childhood Illness (IMCI), rather than among sectors, which was the aim of the integrated ECD priority.

49. A delegation urged UNICEF to participate more actively in the establishment of a regional network on malaria, including Bolivia, Brazil and Peru, paying particular attention to the Amazonian Malaria Initiative led by the United States Agency for International Development (USAID). The Regional Director said that on 29 and 30 January, staff of the relevant country offices would meet in Quito, Ecuador, to plan the Andean and Amazon programmes, both of which would be submitted to the Executive Board for re-authorization at its September session. There was clear interest in identifying programmes that could be implemented by multiple countries at the same time, and malaria might be of interest.

50. While expressing appreciation for the continued work on HIV/AIDS, another delegation said that the final CPR should mention more about partnerships with donors, technical agencies and bilateral programmes, as well as provide information on educational counselling and on actions related to the vertical transmission of HIV. The Regional Director said that the intention was to focus on vertical transmission, as well as education and counselling. UNICEF integrated its actions with those of other partners and, without exception, was an active member of all United Nations country team theme groups on HIV/AIDS and of all national plans.

51. Delegations agreed with the emphasis on ECD and HIV/AIDS prevention in the country note for the *multi-country programme for the Eastern Caribbean*. A speaker welcomed the two-tiered approach of interventions at both regional and national levels, which took into account the realities of the different countries, and asked for concrete examples of its success. The Regional Director cited successes in the areas of ECD and HIV/AIDS prevention, which had been developed first by identifying traditionally common themes, then by forming horizontal cooperation with such partners as the University of the West Indies, building a common knowledge base, going to scale with good examples and expanding the experience. The Caribbean Community had been very effective in sharing common resources for the region.

52. The country delegation of Trinidad and Tobago, one of the countries covered by the programme, said that its Government had taken a number of measures in favour of children, including enactment of equal opportunity legislation prohibiting discrimination in the areas of employment, access to goods and services, and the provision of universal primary education. The delegation highlighted the Government's commitment to free secondary education, a gender-sensitive curriculum and a plan of action to address the problems of prostitution, pornography and the sale of children. However, the delegation asked why Trinidad and Tobago was listed as one of three countries where additional work was needed on birth registration, and cited several examples of governmental initiatives to achieve universal registration. The Regional Director said that universal birth registration was a high priority for UNICEF throughout the Eastern Caribbean. There was as yet no common denominator within the United Nations to determine low birth registration rates.

53. Another delegation said that because of constraints in the economy and national capacities in the Caribbean region, there should be no complacency about good indicators for infant mortality, etc. The

speaker expressed concern about the underperformance of boys in education. The Regional Director said that UNICEF shared the concern about reverse discrimination against boys, which resulted in higher drop-out and repetition rates. Speakers also commented on the importance of HIV/AIDS interventions, especially to prevent MTCT, and on UNICEF participation in various HIV/AIDS forums, including its membership in the Pan Caribbean Partnership Against HIV/AIDS.

54. Speaking on the programme for Suriname, a speaker agreed with the observations in the country note that the remote interior areas were much worse off and that many children were not registered. UNICEF cooperation in that area was essential.

East Asia and the Pacific

55. The Regional Director for East Asia and the Pacific introduced the country notes for the Pacific islands countries and Papua New Guinea (E/ICEF/2002/P/L.10 and E/ICEF/2002/P/L.11, respectively), and also addressed the issue of protection of children against commercial exploitation. She pointed out the very complex environment in which the programme for the 13 Pacific island countries was being developed, noting that overall support would focus on early childhood care and interventions for adolescents. Specifically, support would be provided for rights advocacy, child protection, health and nutrition. All the countries would be supported through advocacy, communication and capacity-building, including in planning, monitoring and evaluation. Three priority countries (Kiribati, Solomon Islands and Vanuatu), all least developed countries (LDCs), had been identified for additional support through national-level, integrated area-based programmes. The development of the new programme process would benefit from strengthened collaboration with the United Nations system. She added that CCAs/UNDAFs were currently being developed for five LDC countries (Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu).

56. The Regional Director said that the country note for Papua New Guinea had been developed in the context of a declining gross national product and a lack of progress in lowering the prevailing high child and maternal mortality rates. UNICEF would continue to focus its work on developing replicable models of service delivery at the community level, to provide policy support, to build partnerships, and to advocate for increased attention to women and children. She referred to the decision taken at the MTR of the current programme to increase the overall technical support of UNICEF to the Government in the key areas of health and nutrition, child protection and education. The proposed new five-year programme responded to problems and needs identified in the new CCA, while the UNDAF process will be completed by the end of 2002 and reflected in the next CPR.

57. On the issue of protection of children against commercial sexual exploitation, the Regional Director spoke about the Second Congress on the subject hosted by the Government of Japan in Yokohama in December 2001 and the Bangkok regional consultation in October. Both meetings had helped to generate renewed national commitments to deal with the problem. She noted that since the Stockholm Congress, much had been done in the region to address all three areas of prevention, protection and reintegration. However, it was clear that the actions taken were insufficient. In fact, the challenges and issues had become more complex, while the number of victims was probably much larger now than five years ago. UNICEF would work with Governments, NGOs and other United Nations partners to address the root causes of the problem through poverty reduction programmes, including girls' education in particular. She reported on some of the specific interventions being carried out in countries in the region. Changes in legislation on trafficking and sexual abuse had taken place in several countries, but overall penalties for these crimes remained lighter than for drug trafficking. Advocacy and experience exchange would facilitate further improvements, and major steps were also being taken in cross-border cooperation. The Regional Director stated that at the regional consultation in Bangkok, most countries in the region had agreed to accelerate efforts. However, additional resources would be needed to take good pilot projects to scale.

58. Three delegations expressed their appreciation for the presentation and the new initiatives following the Yokohama Congress.

59. One delegation welcomed the opportunity to discuss the country note on the *Pacific islands countries*. As a major donor with considerable interest in the region, the delegation stated that UNICEF was regarded as a very important development partner. Moreover, the delegation recognized significant

opportunities for continued close collaboration in areas such as the expanded programme in immunization (EPI) and HIV/AIDS prevention. However, the country note did not reflect the rigorous assessment needed for the development of a new five-year plan. Other deficiencies included the lack of clarity between the prevailing assessment and the specifics of the proposed programme. Concern was also expressed about the lack of any risk analysis and the absence of information indicating the level or nature of UNICEF consultations with stakeholders, including the level of support for current or proposed initiatives.

60. Another delegation noted that UNICEF programme strategies were in accord with its own efforts in the Pacific islands countries. A specific example cited was the EPI efforts undertaken with WHO and UNICEF. The speaker expressed appreciation for the emphasis on rights advocacy and pointed out the role of various donors as strong supporters and advocates for children's rights. The delegation encouraged follow-up of recommendations of the Congress in Yokohama.

61. In response to comments on the country note for the Pacific island countries, the Regional Director agreed on the value of a rigorous assessment prior to the development of a new five-year programme. She explained, however, that UNICEF did not always carry out this assessment through a full-scale evaluation. It could, she continued, take various forms, such as an end of programme cycle review like those presented to the Board last June on China and Myanmar. She reiterated that the country note was based on extensive internal review and consultations with all partners, building on lessons learned from the MTR, a subsequent new situation analysis and strategy paper, and strategy meetings involving all 13 partner Governments, donors and other stakeholders. Following those meetings, an additional consultation was held in Bangkok with inputs from the Regional Office colleagues and the Chief of the Evaluation Section in New York. The Regional Director acknowledged that there was always room for improvement and that UNICEF could certainly benefit from more dialogue and closer coordination with partners, some of whom had vast programming experience in the Pacific. She mentioned the engagement of the country office in the preparation of five CCAs/UNDAFs in the Pacific, which, in principle, should further inform the preparation of the CPR. The Regional Director requested the opportunity to discuss the feasibility of an appropriate review bilaterally. She mentioned that data collection, analysis, and monitoring and evaluation were weak in the Pacific island countries, as evidenced by the end-decade reports, but ensured delegations that the Regional Office would work with the country office to strengthen this area. The issue would also be addressed through the ongoing CCAs/UNDAFs. In general, the Regional Office was strengthening its capacity to better monitor and evaluate situations on an ongoing basis. The Regional Director indicated that she would report on this in greater detail at the annual Board session in June 2002.

62. A speaker welcomed the ongoing engagement of UNICEF in *Papua New Guinea*, but expressed concern with its implementation record. The delegation recommended stronger coordination with the broader United Nations system, as well as with other donors and NGOs, adding that better resourcing for activities and a stronger focus on coordination would be essential to ensure the success of the future programme. He welcomed the focus on girls' education as a critical aspect of the UNICEF strategy, noting, however, that a lack of personnel and resources had hampered progress in UNICEF education activities. It was urged that this programme be appropriately funded, and that appropriate reporting and monitoring frameworks also be developed. In the health sector, the delegation expressed strong support for UNICEF assistance for NGO programmes targeting HIV/AIDS. He warned, however, against overstretching the capacity of the National AIDS Council, and suggested that appropriate support in areas such as financial management be ensured. The same speaker also addressed issues related to MTCT and urged UNICEF to review lessons learned from these activities as part of its planning. UNICEF involvement in child protection and juvenile justice, particularly with regard to Bougainville, was welcomed. He suggested acknowledgement of significant support by the Asian Development Bank (AsDB) and the World Bank to Papua New Guinea, and urged that there be appropriate consultation and coordination with these bodies as part of broader United Nations development planning.

63. Another delegation commended the detailed analysis of the situation of women and children in Papua New Guinea and the clearly stated strategy for future cooperation. She noted that strategies for future

programme efforts were urgently required at the present stage of development of the country. The delegation remarked that the country note served as a good example of how a country note should reflect the MTSP. Finally, the speaker pointed out that the country note did not provide a detailed description of plans for country capacity-building needed to implement the proposed programmes. It was an important step to upgrade the UNICEF office in Papua New Guinea to a full country office, but the Government's capacity to work within the country programme also needed to be improved.

64. On the issue of strengthening programme implementation in Papua New Guinea, the Regional Director pointed out that three new posts had been created in the country office in nutrition, education and child protection to assist government partners with implementation. The three new posts would also contribute to increased cooperation and interaction with partners such as AsDB and the World Bank. On girls' education, she reported that a new education officer had been appointed. The Regional Office had a strong HIV/AIDS team which would help the country office develop UNICEF support to HIV/AIDS prevention and care in the country. She mentioned that experience gained in the region on MTCT would be applied to the country programme, adding that UNICEF had already facilitated the visit of government officials to Thailand to benefit from this experience. On Bougainville, it was stated that children's issues had so far been neglected, and that greater support was needed not just in the areas of child protection and children in conflict with the law, but also in health, psychosocial support, nutrition and education. These issues would be incorporated into the CPR. A two-year transition programme was being prepared.

South Asia

65. The Deputy Regional Director for South Asia presented the country notes for India and Maldives (E/ICEF/2002/P/L.12 and E/ICEF/2002/P/L.13, respectively). The presentation of the India country note was reinforced by the participation of R.V. Vaidyanatha Ayyar, Secretary, Department of Women and Child Development, Government of India, and by the UNICEF country representative in India. The Deputy Regional Director stressed that both country notes had been prepared through a highly participatory process involving government counterparts as well as NGOs, and other donor and United Nations agencies.

66. The India country note reflected the diversity of challenges and opportunities in one of the fastest growing economies in the world, with the world's largest child population. Amidst the many gains, however, remained significant challenges, including a stagnating IMR, and continuing high maternal mortality, HIV/AIDS prevalence, gender disparities and natural disasters. The new country programme approach was intended to sharpen the strategies that had worked, and to advocate the scaling up of these strategies through partnerships. The focus of the next programme would be on the survival and well-being of children under three years of age; on increasing the enrolment and quality of basic education; and on the protection and empowerment of adolescents.

67. The Deputy Regional Director said that the programme for Maldives was being developed taking into account that three quarters of the population was young. The progress made in child health and survival was being challenged. The transition from fishing to tourism industry had marginalized some populations which were dependant on fishing, and had also subjected the country to increased vulnerabilities as a result of globalization. The country programme also faced the challenges of a highly dispersed population and the absence of data at the disaggregated level. Five specific areas of focus — education, nutrition and improved caring practices, ECD, child protection and improved data collection — were included in the proposed programme. He drew attention to a typographical error in the Maldives country note where the gross domestic product was stated as $6,720 instead of the actual estimated figure of under $3,000.

68. The Deputy Regional Director also informed the Board that UNICEF would present a three-year (2002-2004) CPR for Afghanistan in September. He also stated that UNICEF would work closely with the South Asian Association for Regional Cooperation (SAARC) Secretariat in the implementation of the SAARC Convention on Preventing and Combating the Trafficking of Women and Children for Prostitution, and the SAARC Convention on Regional Arrangements for the Promotion of Child Welfare in South Asia.

69. On the *India* country note, several delegations appreciated the preparation process, which involved a

broad range of stakeholder consultations, including children, in some cases, in addition to government counterparts, bilateral donors and NGOs, and expressed the hope that the same level of consultation would prevail in developing the programme. Various important initiatives mentioned in the country note, such as the advocacy and communication strategy, the promotion of gender equality and the creation of an enabling environment to sustain past achievements and fulfil human rights, were recognized. Support was also expressed for the family and community empowerment strategies. One delegation pointed out that an assessment of these successful initiatives in strengthening decentralization was needed to inform the new country programme.

70. In response, the UNICEF representative stressed the participatory planning and preparation process for the development of the country programme. She also pointed out that the new country programme aimed to improve the synergy of strategies and programme thrusts that remained relevant, and was premised on ongoing national reforms in the health, education and water and environmental sanitation (WES) sectors. In that connection, the comparative advantage of UNICEF was based on its work at all levels, and aimed to change behaviours, improve the quality and availability of services at the periphery, and forge and facilitate relations among the community, service providers and other partners. The role of UNICEF was to create a critical mass of partners that could help the Government in scaling up innovations. It was also necessary to continue to tackle the problems of children under three years of age in the areas of health, WES and nutrition. The master plan of operations would elaborate further on the specific responsibilities of the Government. In the field of gender equity, UNICEF was undertaking a gender audit within the education sector to inform interventions across all sectors regarding gender issues.

71. One delegation requested clarification regarding discrepancies between regional priorities and the MTSP priorities. In response, the Deputy Regional Director reported that the Regional Management Team had identified WES and maternal mortality reduction as additional priorities for the region. However, those regional priorities were translated differently based on the specific country priorities.

72. Some speakers expressed concern that not enough was being done to prevent malnutrition, and UNICEF was requested to address this issue, including paediatric anaemia, at its earliest stage. With regard to nutrition, the UNICEF representative said that the programme would focus on children under three years of age. Low birth rates, prenatal care and anaemia in pregnant women and adolescent girls were also being addressed in the new country programme.

73. Several delegations praised the role of UNICEF in various sectors, especially in education and emergencies. One delegation welcomed recognition of the need to mainstream emergency preparedness and emergency response. Another speaker pointed out that emergency response elements should be reflected more clearly in the country note, including at the budget level, as well as the link between emergency strategy and MTSP priorities, and the UNICEF role in preparedness.

74. Regarding the issue of mainstreaming emergencies and including them in the country programme budget, the UNICEF representative pointed out the difficulty in taking into account the scale of an emergency in order to put money aside for it in regular budget planning. The budget presented, however, did cover certain aspects of emergency preparedness for each sector, and there was also some provision for emergency response.

75. On partnerships, it was noted that while the country programme strategy reflected the diversity of implementation partners, the country note did not highlight the role of the central and local governments. One delegation recognized the close cooperation with the Government of India in implementing programme goals, but felt that more needed to be done to improve results-based management. UNICEF was requested to list all partners in each sector in the country note.

76. Regarding results-based management, the UNICEF representative agreed that it needed to be improved. A log-frame had been introduced in several programmes, and there was room to grow, learn and improve collaboration with partners, especially through lessons learned. She listed some of the results achieved, in cooperation with a large number of partners, that could be attributed to the country programme: polio eradication with WHO, which reduced cases dramatically and reduced the number of districts with polio; a shift in the scope of malnutrition coverage from three- to six-year-olds to children under three years old, which produced better results; an

increase in vitamin A coverage; expansion of sanitary facilities in schools across states; and successful drought mitigation and proofing initiatives, with community involvement. Lastly, during the Gujarat emergencies, UNICEF, through the support of many donors, assisted the Government in the resumption of all primary school teaching four months after the earthquake.

77. Several delegations felt that issues affecting the growing adolescent population needed to be addressed more forcefully. It was also noted that no mention was made in the country note of the rights of children with disabilities. In response to inquiries about what was being done for children with disabilities, the UNICEF representative pointed out that measures were taken in the Gujarat emergency to ensure that disabled children had access to newly built schools.

78. Decentralization and reform in health care and other sectors were mentioned as important challenges. While praising the emerging thrusts in health sector programmes, one delegation felt that more efforts were needed in the area of childhood diseases such as diarrhoea. Another speaker requested that UNICEF should do more to encourage midwifery. Many delegations pointed to the need to improve overall immunization coverage, and UNICEF was requested to provide additional information on what was planned in EPI, especially in polio eradication. It was also felt that greater efforts at capacity-building and transfer of knowledge to partners, as well as clarification of the role and function of the Indian Ministry of Health in the context of UNICEF programmes, were required.

79. On the subject of cooperation in the area of health and child survival, the UNICEF representative said that recent assessments indicated that it was necessary to intervene across all sectors for the objectives related to the three targeted age groups — children under three years old, schoolchildren and adolescents. The solution to a health problem often rested in another sector as, for example, WES. She agreed that the rates of diarrhoea and upper respiratory infections were unacceptably high, accounting for 17 per cent of childhood deaths. This problem was being addressed through the IMCI component of the national health sector reform. In the area of immunization and polio eradication, there was the realization that to eradicate polio, commitment and coverage of routine immunization had to increase, and the Government had made polio eradication its top health priority. At the local level, UNICEF was helping to increase immunization coverage through its border district cluster strategy in 50 districts in the country.

80. One delegation felt that there should be an increased focus on the prevention of HIV/AIDS, while another speaker remarked that the goals set for HIV/AIDS were rather ambitious and called for more information on the specific activities of UNICEF and its partners in this endeavour.

81. Regarding HIV/AIDS, the UNICEF representative replied that the UNICEF role was crafted within the UNAIDS framework and theme group, which had been expanded to include donors and bilaterals involved in helping the Government to develop strategies and policies. UNICEF planned to think "big and bold" in its response to the epidemic. The UNICEF comparative advantage was in the area of prevention of MTCT, and with UNFPA in life skills instruction, especially for adolescents in school, advocacy and communication. UNICEF was piloting these strategies in 11 medical research and health facilities. The Government led HIV/AIDS efforts, and UNICEF and other partners in the UNAIDS framework provided support.

82. Concern was expressed by one delegation that UNICEF might be overextending itself into too many programme areas, and requested more information on its comparative advantage in these areas.

83. The UNICEF representative pointed out that the nine programme areas mentioned in the country note were clustered around the three age groups mentioned in paragraph 79 above. She stressed that the United Nations agencies complemented each other and created synergy in the system. For example, in the area of emergency preparedness, the responsibilities of each agency had been identified. UNICEF would be putting into place elements of preparedness with regard to its core corporate commitments in education, health, and psychosocial and child protection.

84. There were no comments on the Maldives country note.

85. The Secretary, Department of Women and Child Development, Government of India, noted that the statements by the UNICEF representative showed the close working relationship between the Government of India and UNICEF. The country note highlighted the social policy changes relating to women and children

taking place in India, which were being addressed through constitutional changes and the reform process of India's Ten-Year Plan. A national commission would address the needs of children, and the Supreme Court and the Commission on Human Rights were also looking carefully at the rights of children. The Government was keenly aware of the challenges listed in the country note and assured that these issues would be included in its development plan.

86. The Secretary stressed in particular that the Government had absolute ownership of the country programme strategy that was arrived at through an extensive consultation process. He also pointed out the difficulty in discussing results-oriented management without looking at the context in which it was taking place. With regard to reforms in the health sector, there was a need to improve the efficiency of the national health system. In particular, indigenous knowledge needed to be shared as it complemented standard modern health practices. He stressed the difficulty in maintaining a national health system in a country so large and so diverse. As far as programmes for adolescents were concerned, they needed to be holistic and focus not solely on HIV/AIDS awareness.

87. While welcoming the presentation of the CPR for Afghanistan at the September Board session, one delegation felt that as assistance to Afghan women and children was of the greatest importance, it would have been preferable to have it presented to the Board in June. The Deputy Executive Director responded that the new country programme for Afghanistan would begin only on 1 January 2003, and time was required to prepare it adequately. UNICEF was already discussing the preparation of the programme with the Afghan Interim Administration and the Special Representative of the Secretary-General.

Middle East and North Africa

88. The Executive Board had before it the country notes for Djibouti and Jordan (E/ICEF/2002/P/L.14 and E/ICEF/2002/P/L.15, respectively), which were introduced by the Regional Director for the Middle East and North Africa. He said that among the many challenges faced by the children of Djibouti were a severe drop in routine immunization rates, a low school attendance rate and an HIV/AIDS prevalence rate of 12 per cent of the total population, which was a very serious concern. The proposed programme of cooperation aimed to increase school enrolment, with a special focus on access for girls; provide parents with better information on rearing practices; strengthen national capacities to address malnutrition; reduce maternal mortality; and advocate an end to FGM. Preventing MTCT of HIV and raising youth awareness would be the main focus of the programme with regard to HIV/AIDS. In Jordan, where access to basic social services was generally very good, the programme of cooperation proposed to assist the Government in research and policy development to develop a database on children with special needs and a national youth strategy for leadership and empowerment. It also aimed to build local capacity for integrated ECD in the five governorates with low socio-economic indicators.

89. On the country note for *Djibouti*, delegations said that it corresponded with national priorities such as basic education, ECD and reducing school drop-out rates. They encouraged UNICEF to collaborate with bilateral agencies on AIDS prevention, especially in view of the added value of UNICEF in preventing MTCT. They also encouraged UNICEF to participate in an upcoming donor meeting on HIV/AIDS. The Regional Director confirmed that UNICEF would participate in the upcoming meeting on HIV/AIDS in Djibouti, and would emphasize the need for youth awareness and the importance of breaking MTCT. Although MTCT was the more developed of the two programmes at present, both areas were the focus for the programme.

90. Delegations said that the country note for *Jordan* was a well-written document that focused on child rights and the involvement of children in decision-making processes. They welcomed the focus on children in need of special protection and the situation of adolescents, supported the need for more data and statistics on children and women, and welcomed the move from a vertical to an integrated approach. Speakers said that the focus on ECD, adolescents and protection issues was in line with the country situation, the mandate of UNICEF and the MTSP priorities. In working with adolescents, they recommended that socio-cultural norms be taken into account. The Regional Director agreed that adolescent participation and empowerment were major elements not only of UNICEF, but also of donor programmes. He said that it was important that UNICEF programme with youth and not for youth. In that spirit, and as a starting point, UNICEF was planning to involve youth in all its planning processes, and hoped to develop practical

mechanisms such as participation in schools and other forms of community life.

91. Delegations said that the gender and life cycle approaches were also priorities of the CCA/UNDAF processes, and welcomed the collaboration with UNFPA, USAID and other partners. The Regional Director replied that the Jordan country team had tried to develop a programme that brought together the gender and life cycle approaches, a difficult process that needed careful attention. UNICEF was aware of potential risks, but was looking forward to the advantages. With regard to the UNDAF process, he said that the country programme had been very successful in bringing gender and, to some degree, the life cycle approach to the work of UNDAF.

92. To comments about the importance of capacity-building, the Regional Director acknowledged that it was a major concern, especially at the governorate level. The goal of UNICEF was a strong communication capacity at the governorate level which would bring together such various themes for public education and awareness as child care and the capacity of the governorate to develop strategies to respond appropriately.

C. Procedures for consideration and approval of proposals for country programmes of cooperation

93. The Director, Programme Division, introduced the proposed modified procedures for consideration and approval of proposals for country programmes of cooperation, as contained in document E/ICEF/2002/P/L.16, and highlighted its main features and advantages. The new proposed procedures took into account the timing of CCAs and UNDAFs by ensuring that these analytical and strategic framework documents were in place prior to designing individual agencies' programmes of cooperation. The new procedures were also expected to reduce the length of time and the workload for national authorities and UNICEF associated with the preparation of country programmes of cooperation.

94. The CCA and UNDAF would be the first formal steps in the process of country programme preparation. The UNICEF-assisted situation analysis of children and women would no longer be a formal step in the country programme process, but would be scheduled by national counterparts and UNICEF as a regular component of the country programme of cooperation, to take place at the optimum time. The country programme strategy meeting would now be held approximately 10 months before the beginning of a new programme instead of 16 months as was now the case. A draft country note of about 6-10 pages in length, including proposed funding allocations, would be presented by the regional directors to the Executive Board at its annual session in June. The Board would comment on the content of draft country note and approve the aggregate totals of estimated regular resources and other resources. Country offices and Governments would take the comments of the Executive Board into account when finalizing the country note between June to October. The revised country note would be posted on the Internet, together with a programme results matrix, which would link the expected key results to the MTSP and to the Millennium Development Goals. The Executive Board would be asked to approve the revised country note on a no-objection basis during its January session of the first year of the new country programme, unless at least five Board members have advised in writing of their wish to further discuss the note within six weeks of its posting.

95. Eight delegations took the floor to express full endorsement of the proposal for bringing the procedures for approval of country programmes in line with those of UNFPA and UNDP, for having CCAs and UNDAFs in place prior to the preparation of the country programmes of cooperation, and for lessening the workload for national partners and UNICEF. For the delegations, the proposal was an important step forward into the right direction.

96. One delegation expressed satisfaction with the progress in preparation of CCA documents, and reiterated the importance of synergy and coherence among United Nations agencies. Two delegations stressed the importance of UNICEF ensuring that UNDAFs reflected the MTSP and a focus on children's rights.

97. Two delegations emphasized that the goals of the country programmes of cooperation should be related to UNDAFs, PRSPs and other national priorities, and that more details on partnerships should be provided. It also appreciated the more flexible timing of the situation analysis of children and women. A description of lessons learned was considered

important, especially an analysis of previous key results, or the lack thereof. While expressing satisfaction with the proposed length of the country notes, one speaker hoped that they would still be comprehensive. Another speaker suggested that information on CCAs and UNDAFs should be annexed to the country notes.

98. Two delegations welcomed the proposed results matrix, one of which recommended that it be included in the draft country note. Another delegation wished to see more details on the proposed format, as well as the indicators by which progress towards key objectives or targets would be measured. One delegation wondered how the budget presented in the draft country note could be approved in June, while the final country programme, as expressed in the revised country note, would only be approved later.

99. Two delegations suggested that discussions be held with UNFPA and UNDP to harmonize the terminology and format for describing country programmes of cooperation. One of the speakers also suggested that the secretariat should give sufficient notice to Executive Board members about the countries for which draft country notes were being prepared.

100. A delegation wished to know which procedures would apply if only one country wished to discuss the revised country note. The delegation also wondered how countries having difficulties in accessing the Internet would be able to have access to the revised country note. In view of the consideration of draft country notes during the annual Board session, the view was expressed that the timeline of conducting business of the Executive Board would need to reorganized.

101. In response to the comments and questions from the Executive Board, the Deputy Executive Director, Operations, said that discussions with other members of the UNDG would continue to further harmonize mechanisms and terminology. Similarly, on the difficulties of accessing the Internet in some countries, she clarified that this was not only an issue related to UNICEF documents, and that UNICEF would consult with the other UNDG agencies on how documents would be shared.

102. The Director, Programme Division, also responded by explaining that the strategy development, the strategy meeting and the drafting of the country note provided opportunities to discuss and reflect on the mutually supporting and reinforcing nature of the goals of the country note, PRSPs and national development priorities. He clarified that during the June session, only the aggregate totals of the proposed budgets would be presented, while the revised country note would reflect the comments made by the Executive Board.

103. The Secretary of the Executive Board provided various options for adjusting the order of business of the Executive Board and suggested that following discussions with the Bureau, the Board would be kept informed about the proposed changes. (See annex II, decision 2002/4, for the text of the decision adopted by the Executive Board.)

D. Immunization: vaccine security

104. The Executive Board had before it a report entitled "Vaccine security: ensuring a sustained, uninterrupted supply of affordable vaccines" (E/ICEF/2002/6 and Corr.1), which was introduced by the Deputy Director, Supply Division. He said that the report focused on the changing market situation for vaccines, resulting insecurity in vaccine supply, and the implications for UNICEF supply operations and country programming. To ensure vaccine security, UNICEF would need to enter into firm, multi-year contracting with vaccine manufacturers. This, in turn, would require much greater emphasis on planning and monitoring, including accurate forecasting, improved capacities for vaccine management at national and subnational levels, communication to decision makers, and firm long-term pledges of financial resources to cover contractual obligations. The Chief of Immunization Activities, Programme Division, also stressed the importance of an assured supply of vaccines to immunization programmes.

105. Delegations expressed appreciation for the analysis made by UNICEF and endorsed its strategic approach. They encouraged UNICEF to continue its activities to ensure reliable vaccine supplies to the poorest developing countries. Some delegations indicated that their Governments were considering the implications of the issue for their contribution to UNICEF. Some speakers requested information on the accuracy of current forecasting and on the reasons why the Global Alliance for Vaccines and Immunization was providing newer vaccines. They also asked what was meant by "basic vaccines" as used in the report.

The secretariat replied that "basic vaccines" were the traditional vaccines of national immunization programmes. Thus, providing such newer vaccines as hepatitis B and haemophilus influenzae (Hib) was equally important to child health. Recent analysis by WHO had shown that hepatitis B caused over 500,000 deaths annually due to liver disease, and that Hib-related pneumonia and meningitis contributed to another 500,000 deaths each year. UNICEF believed that all children should benefit from all available vaccines that provided major health benefits.

106. Speakers emphasized the need for UNICEF programmes to support capacity- building at national and subnational levels to ensure vaccine security, and said that UNICEF should act as a catalyst, empowering countries in the longer term to procure their own vaccines.

107. Some delegations commented on the importance of dialogue with vaccine manufacturers to advocate a balance between profit and public health and, in collaboration with WHO, to increase the number of producers, especially in developing countries. One speaker emphasized the need to establish clear, accurate lines of communication with the vaccine industry to avoid confusion and mixed messages. The delegation encouraged UNICEF to reach out to partners to study different long-term contracting options. The secretariat replied that it worked extensively with partners in planning immunization activities and in vaccine management. Commercial relations for the contracting of vaccines, however, were managed directly between UNICEF and vaccine manufacturers, with technical support from WHO.

108. A number of delegations asked why this important issue had not been brought to the Executive Board's attention earlier. The secretariat said that the analysis had been undertaken quite recently. Since the Board's discussion of immunization at the annual session in June 2001, the secretariat had continued to analyse the situation and was presenting it now that the implications to UNICEF programming and operations were clearer. Delegations asked to be updated regularly on the implementation of the strategy.

E. Recommendation to the Executive Board: UNICEF Maurice Pate Award

109. The Deputy Executive Director, Operations, introduced the recommendation, as contained in document E/ICEF/2002/7. She noted that the Executive Board had established the Maurice Pate Award in 1965 in memory of the first Executive Director of UNICEF. The Award was originally given to recognize regional training institutes in fields benefiting children. In 1988 and 1994, the Executive Board revised the selection criteria to recognize:

(a) Extraordinary and exemplary leadership in advancing the survival, protection and development of children;

(b) Innovative and inspirational work;

(c) Action on a national or regional scale with the potential for emulation;

(d) Action that served to encourage voluntary and grass-roots activities.

110. The Deputy Executive Director then outlined the current selection procedure. Each year nominations are sought from the Governments of Board member countries, UNICEF representatives, regional directors and other secretariat offices, and National Committees for UNICEF. On the basis of these nominations, the Executive Director, in consultation with the Bureau, makes a recommendation to the Executive Board. The Award may not be conferred upon any Government or Head of State or Government or upon any United Nations organization or official. Due regard is given to equitable geographical balance among recipients over time.

111. The Deputy Executive Director explained that in early 2001, the Bureau of the Executive Board asked the secretariat to review the selection process and criteria to ensure that the Award was continuing to meet its purpose. The Bureau decided not to confer an Award for 2001 while the review was being undertaken. The review concluded that the purpose and selection criteria of the Maurice Pate Award remained valid, but that a modest revamping of the Award would be timely. Firstly, in order to make more explicit the recognition of leadership, it was proposed to rename the award "The UNICEF Maurice Pate Leadership for Children Award". Secondly, it was proposed that the selection criteria should be broadened to include,

where feasible, recognition for organizations that involve children and young people in their operations. Thirdly, to make the Award a more strategic advocacy tool, it would be linked each year with one of the UNICEF MTSP organizational priority areas; and to ensure appropriate geographic balance, it was also proposed to try to match the chosen organizational priority with a geographic area. Lastly, to compensate for the effect of inflation since the Award was last increased in 1984, it was proposed to increase its value to $50,000.

112. In the discussion that followed, one delegation expressed concern that the draft recommendation contained in the document referred to the Award recognizing leadership in the "advancement of children's rights", which suggested a move away from recognizing concrete achievements for children. The Deputy Executive Director responded that the recommendation should have read "advancement for children's rights to survival, development, protection and participation", as she had carefully pointed out in her introduction.

113. Another delegation welcomed the proposed revamping of the Award. In addition to the proposed changes, it suggested that a small selection committee be established composed of three to five notable figures who knew UNICEF well. The selection committee would work with the secretariat to decide which MTSP priority and region should be the focus of the Award and review the nominations received. The delegation also wanted the Award to be used to continue the past work of the recipient being recognized for it to be conferred in the region of the recipient to bring attention to the objectives of UNICEF. The delegation offered to work with the secretariat to develop a draft recommendation reflecting these revisions.

114. The Deputy Executive Director thanked the delegations for their helpful suggestions and said that she looked forward to working with them to revise the recommendation. (See annex II, decision 2002/5, for the text of the decision adopted by the Executive Board.)

F. Tribute to key actors of the Global Movement for Children: the role of volunteers in UNICEF National Committees

115. This agenda item was introduced by the Director, Regional Office for Europe, who said that although the International Year of Volunteers was over, the volunteerism that fuelled the 37 National Committees for UNICEF was a permanent feature of their work. The Committees, which were NGOs with their own voluntary executive boards, had extensive grass-roots networks of volunteers who sold cards, organized local events and advocated the cause of UNICEF. The strong volunteer ethic had many other tangible benefits, including highly cost-effective results in fund-raising and other activities, a tremendous spirit of creativity and innovation, and a high degree of decentralization. The volunteers encouraged UNICEF to be results-oriented and practical and clear in articulating its policies, programmes and strategies, all of which were prerequisites for the continued support for UNICEF by the general public. That, in turn, made UNICEF a truly global movement with grass-roots participation in programme and industrialized countries. The 37 National Committees currently contributed about one third of the total income of UNICEF, the majority of which came from the millions of people who bought cards and products, responded to direct mail appeals, left legacies, etc. In addition to a volunteer base that exceeded 100,000 committed supporters, the Committees also had a large and complex network of civil society relationships that helped their work in fund-raising, information, education for development and advocacy.

116. The Executive Director of the Danish Committee for UNICEF said that while the National Committees' volunteers were indeed a strong part of UNICEF, their sales and fund-raising work were planned and carried out by experienced and professional paid staff. The Committees worked in an extremely competitive environment in which they tried to "sell" a United Nations agency to a public which very often saw the United Nations as remote, bureaucratic and inefficient. They were in competition with other good NGOs, with which UNICEF worked well in the field, but with which they competed every day for contributions. To meet that competition and to overcome the prejudice against UNICEF, they had to be as professional as their

competitors in order to be able to contribute funds to the important work of UNICEF.

117. For decades, the traditional means of generating funds had been the sale of greeting cards and other products, he said, which were still important not only for raising money, but also as bearers of the UNICEF name and brand. That, in turn, was a solid basis for other types of fund-raising, which were by far the most important source of income for the Committees and which had grown dramatically over the last 10 years. The funds raised by the Committees were the direct result of professional fund-raisers, sales and marketing staff, and good administrators. These staff worked closely with PSD and the Regional Office for Europe, and with colleagues from other National Committees. The most effective tools for direct fund-raising varied by market, but included direct mail campaigns, programmes for monthly or other regular donations, emergency campaigns, radio and television appeals, advertising, special events, telemarketing, legacies, and door-to-door and street collections. These different means of fund-raising were constantly tested and evaluated so as to obtain the best results at the lowest possible cost.

118. To do this work effectively, the National Committees had to be able to show the "human face" of UNICEF, he said. They needed a clear identity for the organization, including the name and logo, good concrete results to report to donors, good human stories and as little bureaucracy as possible. Although they worked with and for a United Nations agency, they were not directly or legally part of the United Nations system. They had to operate a commercial business in the United Nations environment, which was not always very easy.

119. The Chief Executive of the Australian Committee for UNICEF said that while the 37 National Committees were as different as the 37 countries in which they worked, three common themes were fundamental to their work. First, the Committees were evolving entities, influenced primarily by the evolution of UNICEF, particularly the shift to a rights-based approach and United Nations reform. Second, in the face of increasing demands on UNICEF and declining levels of official development assistance (ODA), the Committees had been asked to increase the overall size of their contributions, especially to regular resources. Their challenge was to continue to sustain financial growth levels that were at least proportional to the increased needs of UNICEF and to a level that offset the decrease in ODA. Finally, to meet that challenge, the partnership between UNICEF and its National Committees would, by necessity, have to be even stronger.

120. In addition to their fund-raising, the Committees were an integral partner in the promotion, advocacy and marketing of the UNICEF mandate and message in the developed world, she said. They were involved in media relations, launched flagship publications, mobilized public opinion and provided "market intelligence" on public affairs issues in their respective countries. For example, in Australia, the Committee obviously did not provide basic services for children, but using the Convention on the Rights of the Child as a guide, it drew attention to the plight of the most disadvantaged children in the country and participated in advisory bodies and other relevant groups. The Committee made presentations on such issues to parliamentary committees and government and opposition ministers.

121. Both the National Committees and UNICEF knew the value of their partnership, she said. The Committees looked to UNICEF for leadership and guidance, while there was a growing appreciation by headquarters and field office staff that the Committees could act as a catalyst for positive changes, for example, stronger reporting and timely communications, especially in emergency situations. The Committees strove to raise funds for the work of UNICEF on behalf children and women; defend the rights of all children, including children in their own countries; and maintain the dignity and work of UNICEF. They were working within an environment marked by increased competition for funds, including from domestic charities and other child rights advocacy groups, and a demand for corporate donations that outstripped supply. As competitive as that environment was, it could not detract from the larger purpose of UNICEF and the advocacy and fund-raising work of the Committees.

122. Many delegations expressed appreciation for the presentations on the work of the National Committees, saying that their work and contributions were extremely valuable, not only because of their important financial contributions to UNICEF, but also because of their information and advocacy work. A speaker said that the Committees were a link between multilateral organizations and civil society, and another said that

through their advocacy and fund-raising activities, the Committees played an important role in improving the entire community's understanding of development cooperation in general and the work of UNICEF in particular. Another delegation said that the existence of National Committees was unique within the United Nations and explained the importance and visibility of UNICEF in world opinion. Several delegations suggested that the Executive Board have more regular discussions of their work and involve the Committees in all questions of direct concern to them.

123. A number of delegations commented on the work of the National Committees in their own countries. One speaker said that because of the work of more than 5,000 volunteers, the Committee had sold 7 million cards in the last year. Another delegation said that it enjoyed a close working relationship with its National Committee and supported the Committee in its work to educate schoolchildren about the Convention on the Rights of the Child. Volunteers from the Japanese Committee had supported the recent World Congress against Commercial Sexual Exploitation of Children, especially by taking care of children who travelled to Japan to participate.

124. A delegation said that it was important to reflect on a number of issues raised by the participation of volunteers in the National Committees: their need to receive up-to-date and accurate information on the results of UNICEF work in the field; the need to understand how the voices of the volunteers could be better heard within UNICEF and how they could be involved in the decisions regarding their activities; and the future challenge of how the volunteers could become real activists for the rights of children.

125. The Regional Director said he would ensure that the thanks and encouragement expressed by delegations would be shared with the thousands of National Committee volunteers. The secretariat had taken note of the suggestions for the continuing work of the National Committees, which would be discussed by the Standing Group at the end of February. The Executive Director added her appreciation for the work of the Committees, each of which had its own unique character. In addition to the heads of the Australian and Danish Committees, she acknowledged the participation of the French, Irish, Italian, Spanish, Swiss United Kingdom and United States Committees. She said that the Committees were often represented at Executive Board meetings and made an important contribution. They provided a great deal of input, financial and otherwise, to UNICEF and allowed the organization to test its performance not only against Governments, but also against members of the general public. There had been an increasingly professional relationship between the secretariat and the National Committees in recent years, and she was committed to continuing that professionalization.

G. Private Sector Division work plan and proposed budget for 2002

126. The Executive Board had before it the PSD work plan and proposed budget for 2002 (E/ICEF/2002/AB/L.1). The report was introduced by the Director, PSD, who began by thanking the National Committees for UNICEF for their tremendous work, especially through their network of volunteers, to raise funds for UNICEF. He also highlighted the guiding principles for PSD's work plan activities for 2002. These included, among others, implementation of the Private Sector Fund-raising Task Force recommendations, i.e. fund-raising becoming PSD's number one priority supported by greeting cards; and the reorganization of the PSD structure and realignment of work processes to reflect the revised focus, as well as consolidation of the product development function, all financial services and most of operations support services in Geneva. The proposed restructuring would strengthen support for private sector fund-raising while reducing costs related to sales.

127. The majority of delegations which took the floor commended the work of PSD and supported the new initiatives outlined in the report. Welcoming the creation of the post of deputy director for private sector fund-raising, some delegations, however, questioned the reporting lines in the fund-raising area, especially from the chief, international accounts, to the new post. The Director responded that the chief, international accounts, would be reporting functionally to the deputy director for private sector fund-raising.

128. Many delegations expressed concern about the decline in the actual results compared to plan, especially in sales activity, and requested the secretariat to brief the Board regarding measures UNICEF was planning to undertake to reverse the trend. The Director clarified that PSD was committed to improve the contribution from sales through a

number of initiatives including, among others, focusing on global institutions, reducing operating costs by increased outsourcing and the planned consolidation of functions in Geneva.

129. A number of delegations expressed concern about the optimistic PSD income forecasts for 2002 and recommended that the Executive Board approve the lower projection for both income and expenditures. Some delegations felt that in future, the annual PSD work plan and budget must be accompanied by a comprehensive medium-term (three to four years) business plan detailing development strategies for each activity, organizational and financial consequences, and related policy decisions. Delegations suggested that the Executive Director present a progress report on the development of the business plan at the 2002 second regular session. It was suggested that respective amendments reflecting the above proposals be made to the final draft of the resolutions on the PSD work plan and proposed budget. The UNICEF secretariat agreed with the suggested changes to the draft resolutions.

130. While supporting the new strategies and initiatives implemented by PSD in the area of fund-raising, some delegations expressed the need for closer communication between UNICEF and local governments for improved knowledge of domestic practices, laws and regulations. The Director responded that UNICEF always maintained close contact with local government institutions, especially in the areas where new ideas were being tested.

131. In the wake of the shift in focus on fund-raising and the resultant decentralization, several delegations stressed the need to increase the accountability of National Committees for UNICEF. In this regard, an issue of institutionalizing of financial reporting was pivotal. This was also reflected in the revised resolutions. (See annex II, decision 2002/6, for the text of the decision adopted by the Executive Board.)

H. Pledging event

132. The Executive Director opened the third pledging event by stating that this year's event came at a crucial time as UNICEF rolled out the MTSP for the next four years and that securing sufficient resources were essential in delivering results-oriented programmes. She expressed gratitude for the strong support and confidence UNICEF received, as shown in the growth in regular resources from government donors.

133. The Executive Director expressed appreciation for the voluntary contributions made to UNICEF regular resources for 2001. She thanked 27 donor countries and 64 programme countries for their active support in providing contributions, which was seen as a reflection of their Government's support and of the importance they attached to the work of UNICEF. She paid special tribute to 18 donor Governments that increased their contributions, in particular, Governments which contributed an increase of 7 per cent or more. She further thanked six donor Governments which provided additional contributions towards year-end and encouraged all donors that could to consider providing end-of-year unallocated resources to UNICEF.

134. Twenty-four delegations made interventions: 7 delegations of programme countries and 17 delegations of donor countries. Including the pledges received prior to the pledging event, the secretariat received 51 pledges: 43 Governments gave firm pledges and 8 gave indicative pledges. In addition, 15 Governments provided payment schedules and 8 Governments gave tentative future year pledges.

135. Many delegations shared the concern with the decline in regular resources and encouraged increased support to regular resources. Several delegations expressed their satisfaction that the pledging event allowed better predictability in the context of the resource mobilization strategy and the multi-year funding framework.

136. In closing, the Executive Director expressed gratitude to all the delegations for their statements and their pledges announced during the session. A conference room paper (E/ICEF/2002/CPR.4) reflecting the pledges received prior to and during the session was distributed (see annex I).

I. Other matters

Briefing on International Conference on Reconstruction Assistance to Afghanistan held in Tokyo

137. The Executive Director briefed the Executive Board on the meeting, which she had attended earlier that week. The meeting had been co-chaired by the

Governments of Japan, Saudi Arabia and the United States, and the European Union. The Prime Minister of Japan, the Secretary-General of the United Nations and Mrs. Sagato Ogata, former United Nations High Commissioner for Refugees, had addressed the meeting, which had been attended at a significantly high level by representatives of 61 countries and 21 international organizations. The Tokyo Conference had built on the results of several earlier meetings, including the Senior Officials' Meeting held in Washington, D.C., in November 2001 and the Afghan Reconstruction Steering Group meeting in Brussels in December. Prior to the official opening of the meeting, there had been a meeting of Afghan and international NGOs. During the meeting, there were several "breakout" meetings on different topics, including military demobilization, military and police training, demining, counter-narcotics and alternative development.

138. The conference had been attended by a significant number of representatives from the Afghan Interim Administration (AIA), lead by Chairman Karzai, who had made an impressive and impassioned opening speech, and including the Ministers of Finance and Development, among others. AIA, which would be in place for six months, had identified a series of priorities: (a) enhancement of administrative capacity, with an emphasis on the payment of salaries and establishment of the government administration; (b) education, especially for girls; (c) health and sanitation; (d) infrastructure, particularly roads and telecommunications; (e) reconstruction of the economic system, particularly the currency system; and (f) agriculture and rural development, including food security, water management and revitalization of the irrigation system. There had been much discussion about the issue of paying salaries, demining and the importance of increasing stability and security within the country. There was high recognition of the role played by the United Nations, especially the Special Representative of the Secretary-General, and the agencies, funds and programmes. There was recognition of the centrality of restoring the rights and addressing the needs of women.

139. There had been some differences of opinion among donors about the relationship between reconstruction and recovery and humanitarian issues. The conference focused on reconstruction and recovery over the next 10 years, although Mrs. Ogata had made clear in her opening remarks that there was a link with humanitarian action. The key document for the meeting was a preliminary needs assessment prepared under the auspices of the World Bank, UNDP and AsDB, with support from UNICEF for the health and education chapters. Participants had agreed that it was a useful document, but that further work was needed on a more comprehensive needs assessment, with more consultation with AIA.

140. The concluding statement of the conference indicated that some $1.8 billion had been pledged for 2002, with some donors making multi-year pledges. The 10-year assessment had identified needs of $15 billion over 10 years. Large pledges had been made by Australia, the European Union (both the European Commission and Member States), India, the Islamic Republic of Iran, Japan, Norway, Pakistan, Turkey, Saudi Arabia, Switzerland, the United Arab Emirates, the United States and the World Bank, among others. There had been both good and bad news. The good news was that significant resources had been pledged, and there had been widespread recognition of the need to support AIA, whose members had made a strong presentation about their priorities, including salaries, security and education. The bad news was that not a great deal had been pledged for recurrent costs, salary support for getting the Government up and running or for security, all of which were important.

141. Leading up to the meeting, United Nations humanitarian and development agencies had worked together to see how they could support immediate needs. There had been an early trust fund — different from what would be the World Bank trust fund — to try to raise resources for salary support for government officials, teachers, health workers, and customs and police officers. About $20 million had been raised, and the first month's salaries had been paid earlier that week using money brought in suitcases because the central banking system did not exist in Afghanistan. It was one example of the many challenges faced.

142. While needs over 10 years were estimated at $15 billion, the United Nations funds and programmes and humanitarian agencies estimated humanitarian needs for 2002 to be $1.3 billion. The UNICEF portion was $150 million, of which $70 million had been raised to date. The agencies had agreed that there would be lead agencies within sectors to coordinate specific efforts. For example, UNICEF would be the lead agency for primary education and WHO for health, but within that

area, UNICEF would take the lead in immunization, nutrition, water and maternal mortality. One example was the ongoing measles immunization campaign, which was also an opportunity to build capacities for routine immunization. The campaign had been completed in Kabul City, with over 600,000 children immunized in three weeks, and was continuing in other regions despite some difficulties caused by instability. UNICEF and WHO had trained 1,200 vaccinators and planned to train 10,000 more. In addition, there had been national immunization days in September and November, with over 4 million children immunized against polio in Afghanistan and over 30 million in Pakistan.

143. Another major focus of UNICEF was the back-to-school campaign. AIA had indicated that it hoped to see 1.5 million children, both girls and boys, start school when the school year began on 21 March. UNICEF, working with many NGOs and AIA, was undertaking a range of activities to support that effort. UNICEF was supplying teachers' and students' kits, slates, pencils, blackboards and textbooks (through a programme already under way in Peshawar, Pakistan, printing primary school textbooks for math and science, using a curriculum agreed by Ministry). UNICEF was also helping to identify teachers and would continue to support informal home schools which had operated under the Taliban, many of which would continue even after the formal schools had opened because the Government would not be able to get all the children into the public schools. The children were not waiting until 21 March; schools were opening up even now, especially for girls who were trying to catch up, and UNICEF was trying to supply them with materials as well. UNICEF would not be involved in significant physical reconstruction, but would support the modest rehabilitation of buildings or other places where children could study. The Executive Director did not think it would be difficult to find the 10,000 teachers needed, but paying teachers' salaries was another issue. UNICEF was deeply committed to this major campaign. Having 1.5 million children start school on 21 March would be a confirmation of the new Afghanistan.

144. A delegation asked if UNICEF could draw on the new trust fund or other available funds to pay for salaries. The Executive Director said that existing mechanisms would be the primary means of funding. The UNDP trust fund, set up to meet immediate needs, had paid for the first month of salaries, although she would have to ask the Administrator of UNDP if the funds had covered needs in Kabul alone or in other areas and to clarify the extent to which UNICEF could tap into that fund. UNICEF also would look for alternative funds for district health workers and teachers. More traditional means of funding would also be used, including the World Bank trust fund. In making pledges at the conference, donors had indicated that they would use existing mechanism, including multilateral and bilateral agencies and NGOs.

145. Another delegation supported the UNICEF focus on primary education, where it had a strong comparative advantage, and urged UNICEF to focus on alternative and informal education as well as formal schooling to help the generation that had been denied an education under the Taliban. The Executive Director replied that as the lead agency for primary education, UNICEF would coordinate efforts in this area. The home schools would need support, as the Ministry of Education wanted them to have the same curriculum as the state schools. While there would also be support for informal education and job creation for older students, up to 21 March and beyond, UNICEF would focus on supporting efforts to open state schools.

146. A delegation asked for more information on how to define the different phases of recovery, reconstruction and development aid, and the best use of resources. The Executive Director said that agencies were trying to avoid having sharp differences among the three areas because most emergencies were long-term situations. Providing food and cash as part of teachers' salaries were part of reconstruction, as was the return of displaced people. There was still a very serious humanitarian and security crisis in Afghanistan, which had experienced enormous destruction and drought. The United Nations would move ahead in areas such education and health, while also dealing with the humanitarian crisis, with the support of such important coordinating mechanisms as the Afghan Support Group, led by the Government of Norway. The speaker also asked about plans for building institutional capacities in the health and education sectors and what would be the UNICEF input. The Executive Director stressed the importance of supporting the Afghan administration, for example, by relying on national staff, training vaccinators, supporting the development of the cold-chain system, or training teachers for the opening of schools.

147. The delegation of Japan said that its Government, as the host of the conference, had shown a strong commitment to the reconstruction and development of Afghanistan. The conference had identified key priority areas, including health and girls' education, where UNICEF had a comparative advantage. The Executive Director acknowledged the leadership of Japan, which was the single largest donor to Afghanistan. She also expressed appreciation to the other donors.

Special Session on Children

148. The Executive Director asked for support for the Special Session on Children, scheduled to take place 8-10 May, and preceded by the Children's Forum on 6-7 May. To date, there was a budget shortfall of some $600,000, and she asked all delegations to consider contributing, especially those which had not yet done so. Preparations were in high gear, and there had been commitments by a number of Heads of State or Government to attend, as well a members of the private sector, including Bill Gates, Nelson Mandela and Graça Machel. To date, 44 million pledges had been received for the "Say Yes for Children" campaign.

Annual session 2002

149. The Secretary of the Executive Board said that the annual session would take place 3-7 June and would cover a number of important issues. The Board would take stock of the outcome of the Special Session on Children and its impact on the work of UNICEF. The main portion of the discussion would focus on results and performance management, looking at part II of the annual report of the Executive Director; the summaries of MTRs and major evaluations; a report on the evaluation function within UNICEF and how it would evolve in the context of the MTSP; a report of JIU on documentation; and reports on the two field visits of Board members, which would take place in the spring.

J. Closing of the session

150. The President thanked delegations for the high quality of the discussion, which had highlighted four main issues:

(a) The importance of dialogue with the regional directors during the session;

(b) The quality and content of the country notes, including suggestions as to how they could be improved;

(c) The emerging challenges of: (i) immunization and vaccine security; (ii) the situation in Afghanistan and the response of UNICEF within the United Nations system; (iii) the importance of National Committees for UNICEF and how to capitalize on their potential; and (iv) the problem of increasing contributions to UNICEF;

(d) Future issues, including relationships with the Bretton Woods institutions, the work of the Executive Board based on the MTSP and the outcome of the Special Session on Children.

III. Joint meeting of the executive boards of UNICEF and UNDP/UNFPA, with the participation of WFP[1]

A. Millennium Development Goals

Introduction by the Administrator of UNDP

151. The Administrator of UNDP, in his capacity as Chair of the UNDG, introduced the topic of the Millennium Development Goals (MDGs). He drew the attention of the delegations to the list of goals and indicators provided in the UNDG Guidance Note on MDGs. They constituted a comprehensive and universal framework which were endorsed by countries from both North and South and widely supported. The MDGs, therefore, were a statement of aspirations and provided a basis for measuring development effectiveness. They represented a common thread running from the Millennium Summit to the

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[1] The agenda for the joint meeting was agreed upon at a joint Bureau meeting held on 9 January 2002. The Bureaux decided that the theme of the joint meeting would be the priorities of the UNDG for 2002 and beyond in response to the triennial comprehensive policy review, with a specific focus on the Millennium Development Goals, CCAs/UNDAFs and harmonization and simplification of procedures. In addition, the bureaux members requested that the joint meeting address the issue of staff safety and security and that the Boards be briefed on the outcome of the Tokyo Conference on Afghanistan. It was also agreed that the Bureau members of the WFP Executive Board would take part in the joint meeting, on behalf of the entire Board.

International Conference on Financing for Development to be held in March 2002 in Monterrey, Mexico — where financing for these goals would be discussed — and to the World Summit on Sustainable Development (WSSD), to be held in September 2002 in Johannesburg — where policies to reach those goals would be agreed. The MDGs served as a basis for realigning the work of the United Nations system and development actors, such as members of the Chief Executives Board for Coordination (CEB), including the Bretton Woods institutions and other partners.

152. The Administrator noted, however, that the MDGs should not be seen as a programmatic strategy, nor as a substitute for action on international and financial structures, nor as national development strategies. The MDGs should also not be regarded as a replacement for all the goals and targets adopted at United Nations conferences and summits.

153. Administrator said that the Secretary-General had asked him to serve as "scorekeeper" for the goals in his capacity as Chair of UNDG. He would also, as requested by the Secretary-General, serve as "campaign manager" for a global campaign to support the MDGs. The UNDG agencies were being asked to help Governments prepare country reports on MDGs in cooperation with partner organizations, civil society and private sector entities. The first four such reports had already been published (on Cambodia, Cameroon, United Republic of Tanzania and Viet Nam) and preparation of another 14 was under way. The reports should be rooted in the country context and avoid a standardized, rigid approach. Local leadership and ownership should be the driving force behind the reports, which should be objective in assessing progress towards the MDGs at the national level and take into account actions by developed countries to facilitate attaining these goals through, for example, trade access, debt relief and foreign investment.

154. On the MDG campaign, the Administrator outlined two clear objectives: (a) to take forward the political will generated at the Millennium Summit into a public debate for support for development cooperation and poverty reduction; and (b) to stimulate dialogue on the reform of public policy for more "pro-poor" policies.

155. The campaign would cover both developed and developing countries, aiming for as broad a movement as possible, deeply rooted with Governments, civil society organizations and the private sector in each country. The role of the United Nations would be to support, not substitute for, local ownership in the campaign.

Comments by delegations

156. The presentation by the Administrator stimulated an interesting debate. Some delegations focused on the action of the international community to halve poverty through support for economic growth and social development. In that context, the importance of establishing a suitable macroeconomic policy environment and infrastructure to support private sector growth was highlighted. Other delegations stressed that capacity development in developing countries was essential for making development sustainable.

157. Some speakers noted that the MDG theme was a crucial instrument for tackling the public debate on development issues in both developed and developing countries. It was, however, necessary to ensure that the MDG reports were of high quality so that the MDGs would find their rightful place both in the inter-agency context and in intergovernmental forums, such as WSSD. National reports from the United Republic of Tanzania and Viet Nam provided good examples of the harmonization efforts of development partners.

158. A group of speakers linked the MDG discussion to the comprehensive triennial policy review on operational activities , which — thanks to greater efficiency in the delivery of technical cooperation, enhanced coordination within programmes and funds and streamlined rules and procedures — would help to fulfil the MDGs in conjunction with the CCA and the UNDAF.

159. Several delegations focused on the role of the MDG campaign in arguing for greater development effectiveness and larger amounts of ODA. The MDGs should highlight the challenges to developing countries in their external environment, specifically trade and debt. Delegations from developing countries maintained that the local context should be given appropriate weight in MDG reporting. Some countries also cautioned against MDG reporting becoming a new form of conditionality for the delivery of aid. One Rome-based delegate drew attention to the apparent inadequate treatment of the World Food Summit goal of halving the number of undernourished people by

2015 and sought clarification regarding its monitoring in the context of the MDGs.

160. One speaker expressed concern about the role of UNDP as "campaign manager" or "scorekeeper" for the MDGs, adding that perhaps this should be the responsibility of national Governments, rather than any one organization. Another speaker said that monitoring of national goals by each country would help to build capacity. The importance of ensuring that the goals of the United Nations were integrated with the full cooperation of recipient Governments was stressed. Concerning the delegation of authority and monitoring, another speaker felt that this could lead to the loss of institutional identities, which was key for advocacy efforts. It was suggested, therefore, that the United Nations consider the establishment of its own "identity". The Administrator clarified that its role in monitoring the goals was in no way meant to detract from the role of the United Nations in capacity-building and that there was no new mandate. Part of the mission was to assemble data/statistics at the national level. Within the overall mandate of the General Assembly, the Secretary-General had given UNDG and UNDP the task of leading country team support in data collection. The Deputy Executive Director of UNFPA added that guidelines had been developed for the country teams in working with national Governments and that collaboration in monitoring by all involved was crucial. The Assistant Executive Director of WFP added that it was important to realize how poor statistics were in many regions. The level of information available at the central level did not always reflect the situation at the local level, and much investment was needed in that sector to allow for accurate monitoring of progress towards the MDGs.

161. The Administrator of UNDP acknowledged the support of many countries that had assisted in the development of the MDG framework and reporting methods. He emphasized that he looked forward to strong support from the regional commissions and from the United Nations Department of Economic and Social Affairs at the regional and global levels, especially with reference to statistical methods and information. The Administrator also noted that the preparation of MDG reports and the campaign would require a partnership with the other United Nations specialized agencies, funds and programmes and with the Bretton Woods institutions, as well as with civil society and the private sector. In that context, he saw a division of labour taking place whereby the Bretton Woods institutions would focus on macroeconomic policy issues and the United Nations would help monitor MDGs. It was important to note the conceptual and policy links between the PRSPs, MDGs and UNDAF. The Administrator also stated that the MDGs would not be the sole strategy and would not undercut work on achieving goals of other United Nations conferences dealing, for example, with reproductive health and food security.

162. The other members of the panel commented on the relevance of the MDGs to their work. The Executive Director of UNICEF said the MDGs were already being reflected in the UNDAFs and therefore by extension in the country programmes of the different agencies. The MDGs were entirely consistent with the MTSP that had been adopted by the UNICEF Executive Board in December 2001. The MTSP focused on five overriding global goals and UNICEF would report on progress in those areas. In terms of the agencies working together to support capacity-building, she said that the database used by the Government of the United Republic of Tanzania for its MDG report had originated in a database originally developed by UNICEF in Nepal and India and subsequently modified by UNDP and UNICEF. Now six other Governments in Africa were using the database, which they had modified to suit their own specific needs, with support from the two agencies. The Assistant Executive Director of WFP said that the MDGs helped to strengthen the programme's focus on the poor. For example, WFP had developed vulnerability analysis mapping, which, instead of general statistics at national level, provided information on the food situation at the regional and district levels and helped to target the poorest. Another important issue was the question of how relief and rehabilitation affected development. The UNDG agencies were engaged in this dialogue in conflict areas, particularly the Sudan, the Great Lakes region of Africa and Afghanistan. The Deputy Executive Director of UNFPA agreed with the delegations which had expressed concern about the lack of a specific goal of access to reproductive health services as part of the MDGs. The UNDG had discussed the issue and requested country teams to include access to reproductive health services as an indicator in their country reports.

Concluding remarks

163. The President of the Executive Board of UNDP and UNFPA indicated that including the MDGs on the agenda of the joint session of the Executive Boards had been beneficial. The MDGs clearly represented a common framework for the work of UNDG. The consensus arising from the discussion was that the MDGs were not a replacement for a development strategy but were designed to measure progress and to help assess the effectiveness of aid.

164. The President emphasized that discussing the MDGs was not a mere statistical exercise but an important framework on which to build a set of goals that could actually drive the debate at all possible levels: globally; nationally, not only in developing countries but also in the developed world; and corporately, on the role the United Nations system had to play in realizing the MDGs. Many delegations highlighted the importance of the International Conference on Financing for Development and the WSSD as one single chain of events that should be carefully considered in an integrated manner.

165. Some delegations stressed the importance of ownership and the country context with regard to efforts by developing countries at the national level. As the Administrator noted, a standardized, rigid approach would not work. The issue of capacity development was underscored.

166. The President indicated that the debate should also be undertaken at the national level in developed countries, where it would be necessary to address the general public and structure the debate around the contributions that the developed world had been making towards realizing the MDGs. It was in developed countries, he stressed, that UNDP would have to fight aid fatigue, where the MDGs served the very important purpose of driving the debate. In addition, the debate should not be confined to UNDG but should be extended to the CEB, international financial institutions and the World Trade Organization.

B. Common Country Assessments/United Nations Development Assistance Frameworks

Introduction by the Deputy Executive Director, UNFPA

167. The item was introduced by Deputy Executive Director, UNFPA, who said that the CCA and UNDAF were the backbone of the work of the entire United Nations development system. He cited the recent General Assembly resolution on the triennial policy review of operational activities for development (resolution 56/201 of 21 December 2001), which called upon all United Nations organizations to enhance their coordination and collaboration and affirmed the important roles played by these two instruments, with the CCA serving as a common analytical instrument and the UNDAF providing a common planning framework.

168. The CCA and UNDAF had already become an integral part of the programming processes of UNFPA, UNDP and UNICEF, he said, and steps were being taken to ensure that they led to more collaborative programme development and ultimately formed the basis for individual country programmes. Yet there remained considerable room for improvement in the quality and strategic focus of the CCA/UNDAF process, and the agencies had taken steps towards this goal in 2001. The CCA/UNDAF Learning Network had intensified its work to identify and share good practices. Participants at a meeting of regional programme structures organized by the United Nations Development Group Office in December had discussed ways to involve the regional offices of the UNDG agencies in the CCA and UNDAF processes.

169. UNDG members recognized the need to improve the preparatory process and quality of the CCA and UNDAF and had made this a priority, he said. The agencies were exploring ways to strengthen the capacities of their country offices in that area and to ensure adequate support from the regional level. An inter-agency task force had been charged with revising the CCA and UNDAF guidelines. In the spirit of resolution 56/201, the task force would ensure that the revision process was inclusive, seeking the views of relevant United Nations bodies, member States and country team members. It was expected that the revised guidelines would be completed and approved by April

2002, and would include the integration of early warning and preventive measures as well as the MDGs.

Comments by delegations

170. Delegations recognized the enhanced collaboration and integration that the CCA/UNDAF had facilitated to date, not only among United Nations agencies but also with national Governments, the World Bank, bilateral donors and other development partners. There was consensus that development cooperation should be based on the poverty reduction strategies, including PRSPs and that the CCA/UNDAF should serve as a means of achieving this alignment, with the CCA leading the way and the UNDAF serving as a country-level United Nations business plan that defined how UNDG members planned to collaborate with national Governments, with each other and with external partners to support poverty reduction goals. There was also a call for UNDG agencies to intensify further collaboration and coordination of activities, particularly at the country level and in emergency situations. One delegation expressed disappointment with the low number of UNDAFs prepared so far and wanted to know how existing ones were being implemented. Another spoke of the need for greater flexibility and suggested that more resources needed to be set aside at the country level to improve the quality of the documents. One delegation said it was pleased with the emerging quality of the CCA/UNDAF but wanted to hear more about its role and impact, to understand how it contributed to better understanding of country situations. This was echoed in the comments of another delegation, which asked for concrete examples of how data gathering and assessments carried out by one agency could be effectively shared with and used by another.

171. Several delegations remarked on the need for stronger national ownership of the CCA/UNDAF process, citing similar findings in the Nordic assessment carried out in 2001. They said that programme countries must take the lead in identifying their own development needs as well as possible strategies for meeting them. The resident coordinator system was singled out as one of the best ways to enhance the involvement of national Governments in their own development planning, and calls were made to strengthen that system even further. Finally, there was concern that the UNDAF might just be increasing workloads and adding another layer of bureaucracy.

172. The Deputy Executive Director of UNFPA agreed that better quality of analysis and strategic thinking were needed, and that UNDG members must enhance the capacities of their country teams to harmonize their activities with those of the World Bank and national development partners. He acknowledged that flexibility was important and that the CCA was not always necessary if some other type of suitable assessment already existed. The message to country teams, however, was now clear: the CCA/UNDAF process was no longer optional. UNDG agencies would now review programmes according to the CCA/UNDAF and they expect tremendous improvement in the quality of those documents.

173. The Executive Director of UNICEF said she understood the call for more UNDAFs but stressed the importance of drawing lessons from existing ones. Although the CCA process could be somewhat more flexible and all UNDG members were looking to see which elements of their procedures were no longer necessary, the MDGs were about poverty and social development while PRSPs were often heavily focused on economic development. Since the CCA and UNDAF addressed the more social side of development, it was important to make sure the MDGs were built into the CCA and the UNDAF to better reflect what needed to be done.

174. The Assistant Administrator of UNDP said that improved communication was the best way to encourage greater national ownership of the CCA/UNDAF process. Broader ownership was needed within the United Nations system as well. Responding to concerns about increased workloads because of the UNDAF process, he said that while the concerns were well founded, the benefits of greater coordination among UNDG members would eventually outweigh the costs.

175. The Assistant Executive Director of WFP said that the Programme was fully committed to CCA/UNDAF and to SWAPs in general. However, UNDG members must be realistic; sometimes joint programming was possible and sometimes it was not. He then offered an explanation as to why ownership of the CCA/UNDAF process by national Governments was not as strong as some might hope. The process was introduced at the same time that core funding was being reduced, so Governments were being asked to do more work with less financial assistance.

Concluding remarks

176. The President of the UNICEF Executive Board summarized the major points of the discussion. He began by listing some of the advantages of the CCA/UNDAF, saying that these instruments: (a) unified the response to a particular country situation, and were extremely useful for the United Nations as well as for bilateral donors and other international organizations; (b) provided a national context for the MDGs; (c) served as the United Nations business plan with regard to national poverty reduction strategies, including PRSPs ; (d) allowed for synergies and sharing of experiences among United Nations; and (e) constituted a dynamic, ongoing process that allowed for the accumulation of lessons learned. The challenges that lay ahead included: (a) the need for more work to ensure greater convergence of the CCA/UNDAF with poverty reduction strategies; (b) the instruments must be reflected in more measurable terms, to allow for monitoring of progress and implementation; (c) ownership must be strengthened at the local level and within the United Nations system; and (d) greater collaboration was needed at all levels, particularly at the country level.

C. Harmonization and simplification of procedures

Introduction by the Executive Director of UNICEF

177. The Executive Director of UNICEF said that this joint meeting provided a unique opportunity for so many of the key stakeholders in the UNDG development partnership to have an interactive dialogue. It was clear from the earlier discussion that the United Nations, and the UNDG agencies in particular, were responding to the challenges presented in the Secretary-General's reform initiatives, to the call of Member States in the triennial policy review and to the directions established by the individual Executive Boards.

178. She said that in addition to bringing together key United Nations development partners in the broader context of UNDG and UNDG Executive Committees, including important specialized agencies, the organizational structure of the UNDG also provided a platform for active dialogue and collaboration with the World Bank. Through the CCA, an analytical framework had been established in 93 countries, the UNDAF had become the basic tool for programme planning in 48 countries, and United Nations Houses had been established in 46 countries. There was an improved resident coordinator selection process, and mechanisms were now in place to evaluate performance, monitor and share results, and discuss future directions. She stressed the importance of the international consensus on development goals and targets that had emerged around the Millennium Declaration and the outcomes of other major international conferences, including the 1990 World Summit for Children and the upcoming General Assembly Special Session on Children.

179. The Executive Director acknowledged that while progress had been made in harmonization and simplification, the potential existed for further increases in efficiency and effectiveness. Significant achievements had been made in the following areas: common budget formats and budget terminology; agreement on key definitions and modalities for joint and collaborative programming; and common guidance on key areas of country-level coordination. To illustrate the last point, she reported that earlier in the week, the UNICEF Executive Board had approved a simplified process for the preparation, consideration and approval of country programmes of cooperation, harmonized with the one approved by the UNDP/UNFPA Board in 2001. The revised process would reduce the length of time and workload involved in the design of new programmes of cooperation for national authorities and the relevant United Nations agencies while at the same time preserving and promoting a sound programming process. As a result, it was expected that the revised process would help to eliminate overlaps in phasing and reduce duplication among documents, factors that burdened the previous process. Such changes, she said, responded directly to the calls for harmonization and streamlining of programme procedures, and greater strategic focus and results orientation.

180. She said that while the broad structures of CCA/UNDAF were well established, it was now time to focus on the details of how the agencies operated at the country level and how to improve support to Governments. The triennial policy review highlighted the importance of further work in a number of areas where agencies could simplify and harmonize the way they did business, including: decentralization and delegation of authority; financial policies and

procedures; procedures for implementing programmes/projects, in particular monitoring and reporting requirements; common shared services in country offices; and the recruitment, training and remuneration of national project staff. Though not a simple task, she stated that it was being undertaken enthusiastically because it made sense and would improve efficiency and effectiveness.

181. The Executive Director then reported on actions being taken by UNDG in response to the resolution on the triennial policy review. The UNDG Executive Committee had recently approved a results-based work plan for 2002 that included, as an important priority, the triennial policy review, and the tasks identified would be carried out primarily through the UNDG Programme and Management Groups. In addition to the priority need to strengthen the country programme processes of CCA and UNDAF, the bulk of the work over the course of the next couple of years would be in the areas of simplification and harmonization of procedures. The process would identify those areas where complexity or lack of harmony in programme modalities and practices constituted an impediment to working together, or where they created constraints to efficiency and effectiveness.

182. In conclusion, she said that an initial programme of work, prepared in consultation with key partners, including Governments, would be presented to the Economic and Social Council at its substantive session of 2002. In the end, success would be determined by improvements in the capacity to deliver services. While the UNDG agencies had to ensure that simplification and harmonization added value to their work, she said that in some areas, it might make more sense to rationalize their involvement and for each one to focus on those areas and approaches where they had a comparative advantage. The UNDG had already begun the process of revising and updating the CCA and UNDAF guidelines, and among the guiding principles for the process was the need to ensure a flexible process that reduced the burden on all partners.

Comments by delegations

183. The Vice-President of the WFP Executive Board said that in view of the mission of WFP to ensure the provision of emergency and development food aid to vulnerable populations and to rehabilitate disaster and conflict areas, harmonization with the work of other organizations was essential. On numerous occasions, WFP had stressed the importance of harmonization, and was working to implement the relevant recommendations. He acknowledged that detailed methods might require some changes on the part of the organization, but at the current stage of the reform process in WFP, harmonization could be pursued effectively. The governance project established by the WFP Executive Board was addressing the issue of harmonization and simplification of procedures in connection with the recommendation (one of 22) on reviewing programming principles for WFP country programmes.

184. Delegations recognized the importance of efforts by United Nations operational agencies to harmonize and simplify procedures, as well as the progress made to date. A speaker stated that the Secretary-General's report recognized the need for a real breakthrough in this area. He welcomed the resolutions adopted by the General Assembly, which were especially strong in advocating for increased simplification and harmonization, and pointed the way forward for years to come. While expressing their support, however, some speakers noted that there was still a lot of work to be done. For example, there was a need for more coherence in efforts by the United Nations, especially in view of the overall reduced level of regular resources. In that connection, one delegation urged the funds and programmes to accelerate efforts to reduce costs. A speaker raised a question about whether harmonization procedures were flexible enough, bearing in mind the differences in country situations. While recognizing the benefits of harmonization, another speaker wanted to know why the process was being implemented through the triennial policy review. Since harmonization and simplification were only the means to achieve the goals, success would be determined by the improved ability to deliver services.

185. Another speaker reported on his Government's involvement in the harmonization of donor procedures, in cooperation with the World Bank and other donors. It was important, he said, for United Nations agencies to participate in wider forums and he wanted to know about plans in this area. The Executive Director of UNICEF replied that generally speaking, harmonization and simplification remained within the broader United Nations context, and that its membership would continue to expand. Concerning the range of donor procedures, she said that this needed to be looked at as well. The Deputy Executive Director of

UNFPA reported that consultations had been held with the World Bank, the Bretton Woods institutions, bilateral agencies and regional development banks. There was also scope for working more closely with the Organisation for Economic Cooperation and Development/Development Assistance Committee.

186. Many interventions addressed the harmonization of programme cycles and the programme approval process. Several delegations commented positively on the recent approval by the Executive Boards of UNICEF and UNDP/UNFPA of their programme approval processes, and encouraged other organizations to join in this effort, which would facilitate work for all partners. One speaker also said that to further improve the process, perhaps the rules and procedures should also be harmonized, although there could be some flexibility in this regard. A delegation remarked that WFP was not following the harmonization of programme procedures as closely as the other funds and programmes, and asked whether this situation would change. The Executive Director of UNICEF responded that UNDG was not in a position to tackle all of the issues in the area of administrative procedures and personnel policies, but had begun to look for some harmonization in those areas. They would be reviewing this systematically with senior staff to determine where streamlining was possible. Specifics would be provided at a later date. The President of the WFP Executive Board, who was also chairing this part of the meeting, assured delegations that the WFP Board followed developments in the New York Executive Boards very closely, but it had a different schedule of meetings and work plan than the New York Boards. Harmonization and simplification were to take place in connection with the WFP governance project in spring 2002. The fact that WFP also reported to the Food and Agricultural Organization of the United Nations complicated its work, as the FAO General Conference took place biannually. The Assistant Executive Director of WFP added that the Programme had been fully involved in all the UNDG discussions in countries where it has a development portfolio and in New York through its New York liaison office. The Governance Project of the WFP Executive Board also includes among its 22 recommendations a specific recommendation on Country Programming and on interfacing with the FAO. All recommendations of the Governance Project are expected to be implemented by the Year 2005.

187. Speakers placed particular importance on the discussion of the programme of work for simplification and harmonization. According to the relevant resolution, the Executive Boards of the funds and programmes were to be involved in the process, and a delegation wanted to know how this interaction between agencies and governing bodies would function. The same speaker wanted to know how to ensure that progress was made and how it should figure on Board agendas. In response, the Executive Director of UNICEF said that the Executive Boards of the funds and programmes would be engaged through their annual reports to the Economic and Social Council. The secretariats would have to submit any proposed changes to their Boards for approval.

188. On the institution of joint meetings of the Executive Boards, one speaker said that the present meeting showed that scheduling a whole day for deliberations was warranted. He said that next year, preparations for the meeting, i.e. the agenda and any background papers, should begin well in advance. The joint meeting was an ideal forum for the discussion of issues such as harmonization and simplification. It was suggested that legal formalities be explored as the joint meeting had no decision-making role, and that perhaps delegations should be able to make recommendations. The Executive Director of UNICEF said that it was up to Member States to bring the issue of joint Board sessions to the attention of the Economic and Social Council, including its role. The identification of appropriate subject matters for a joint session might prove difficult in view of the different mandates of each of the funds and programmes.

189. On the subject of joint offices, one delegation remarked that where agencies had small programmes there seemed to be a fear of a loss of identity, and asked whether any thought had been given to this concern. Another speaker supported the rapid implementation of common premises or a United Nations House. He highlighted joint work in his country and two others, especially in the aftermath of Chernobyl, and appealed to the funds and programmes to continue efforts to implement the United Nations strategy there. The Executive Director informed that UNDG was embarking on a feasibility study on joint offices.

190. A delegation suggested that the funds and programmes consider joint field visits by their Executive Board members. The same speaker also

called for better inter-agency coordination and wanted to know what was envisaged to streamline the process. The need for joint evaluations was also stated. While agreeing with the notion of joint field visits, the Executive Director of UNICEF felt that they would focus more heavily on coordination issues, with programmatic matters of secondary concern. It might be possible, however, to organize joint field visits by Board members that took both into account.

191. The modification in the resident coordinator competency assessment was welcomed. The view was expressed that this would lead to improved competency of candidates and, hopefully, to an increase in the number of women candidates.

192. Several speakers raised the issue of financial reporting. Concern was expressed that the use of different software and rules could lead to high transaction costs. Another speaker stressed that the goal was to reduce costs while maintaining programmatic effectiveness. The Executive Director of UNICEF said that one way to help reduce transaction costs would be to reduce donor reporting, especially for programmes funded from specific-purpose contributions. She said that some progress had been achieved, but more remained to be done. This was an area in which there was a real need for simplification and she urged donors to look at this.

193. Questions were also raised about what was being done in the following areas: (a) harmonization in the area of information technology, especially in terms of upgrading systems; (b) facilitating staff mobility across organizations; (c) the use of evaluations/lessons learned and of appropriate evaluation methodology, and how to measure the success of UNDAF; and (d) simplifying donor procedures, and sharing of knowledge, methodologies and lessons learned to inform both donors and programme countries alike. Another speaker wanted to know what were the most pressing priorities. Regarding harmonization in the area of information technology, the Executive Director of UNICEF said that it was on the organization's "to do" list. UNICEF had established a New York-based coordination group to deal with the issue. Staff mobility across organizations was already being facilitated by having resident coordinators appointed from other agencies and through the Inter-Agency Mobility Programme. She agreed that more could be done in the area of evaluation and sharing of information and technologies, especially reporting on results.

Concluding remarks

194. The Vice-President of the WFP Executive Board provided a brief summary of the introductory statements. The Executive Director of UNICEF had addressed progress made to date on simplification and harmonization aimed at reducing costs and building national capacity, while stressing government ownership of the process. She also outlined the next steps to be taken by the UNDG, which would be reported to the Economic and Social Council at its substantive session of 2002. The Assistant Executive Director of WFP had outlined the work plan and said that the review exercise on the harmonization of programming cycles was under preparation. Following consultation, a report would be prepared by October 2002. The President also noted some of the comments made by delegations during the deliberations, including the need for further efforts in harmonization and simplification, the devolution of authority, staff mobility and shared office space. In their responses, the heads of the agencies said that they were fully committed to holding joint meetings and were ready to work with their respective Bureaux on preparations for future meetings. They also agreed that any reports should be prepared well in advance of the meeting.

D. Staff safety and security

Introduction by the Assistant Executive Director, WFP

195. The Assistant Executive Director, WFP, said that while the events of 11 September had called into question the adequacy of security standards worldwide, they should not overshadow the substantial progress made in terms of security by the United Nations in the past year. A series of initiatives begun at inter-agency level had progressed to the General Assembly, resulting in the development of the Minimum Operating Security Standards and Minimum Security Telecommunications Standards; recommendations for improving collaboration on staff security between United Nations organizations and their intergovernmental organization or NGO partners; and the establishment of an inter-agency forum on aircraft safety.

196. Another major accomplishment had been the agreement resulting from a request by the General Assembly in December 2000 asking the Secretary-General and the heads of United Nations agencies to develop effective cost-sharing arrangements for the United Nations security management system. The new arrangements, which would rationalize the deployment of 100 field security officers, had taken effect on 1 January 2002. Since then, the operational agencies had held weekly conference calls with the Office of the United Nations Security Coordinator (UNSECOORD) to determine the best distribution of security resources within the United Nations system. The United Nations and five agencies — UNDP, the Office of the United Nations High Commissioner for Refugees, UNICEF, WFP and WHO — accounted for over 75 per cent of field staff. Based on an agreed formula, of the $53 million in total security-related costs for the biennium, the United Nations would pay $11 million and the other five agencies $31 million, leaving $11 million to be shared by the remaining 21 agencies.

197. In addition, he said, the General Assembly had recently requested the Secretary-General to prepare a comprehensive report on the establishment of a clear mechanism of accountability and responsibility, including scope, depth, common standards and methods of enforcement, in an inter-agency structure. The members of the High-Level Committee on Management (HLCM) had defined terms of reference for the establishment of a robust governance mechanism to ensure that adequate staff security was managed effectively within the United Nations system.

198. Real accountability rested with the perpetrators of crimes against humanitarian workers, he said. Since 1992, United Nations agencies had lost 204 civilian staff to violence and today, staff continued to be detained, attacked or killed in the exercise of their duties. Member States and the agencies must continue to advocate in all forums that host Governments exercise their responsibility to ensure the safety and security of humanitarian workers and to bring perpetrators to justice. The question of the neutrality of staff must be kept in mind. United Nations staff needed protection by States as well as by their own security officers. There must be a culture of protection of United Nations humanitarian personnel, in terms of a legal framework but also within communities.

199. A representative of UNSECOORD said that good security required adequate resources. Given the recent changes to the management, structure and resources of its security, the United Nations was now in a position to do a better job in this area. The result would save the lives of staff members, six of whom had been killed last year.

200. A speaker said that good security depended on close cooperation between all agencies on the ground. A flexible approach was needed, but each agency did not need its own full-blown security apparatus. The system needed clear and open communication, with well-defined lines of responsibility and accountability. She asked what mechanisms were being developed or had been put in place in response to the request for the report on accountability. Another stressed the accountability of host Governments and said that the United Nations must do everything possible to allow its staff work in safety. One problem was the chronic mistrust of United Nations staff and NGOs in some communities. She welcomed the increased attention to the issue by the Security Council, the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions. A third delegation added that the Sixth Committee was also working to strengthen the Convention on the Safety of United Nations and Associated Personnel.

201. The representative of UNSECOORD said that the present system of accountability was a documented policy detailed in the Field Security Handbook, with the Secretary-General ultimately accountable. A Designated Official in each duty station, responsible for all staff members, met frequently with the Security Management Team, including the heads of agencies, in the duty station. UNSECOORD was preparing a proposal to strengthen this system, which would be presented first to the February inter-agency meeting and then to other bodies, including the HLCM, for final approval. The Assistant Executive Director, WFP, said that issue of accountability must be widened so that the authors of crimes against staff could be brought to justice.

202. The Deputy Executive Director, UNFPA, said he understood from personal experience how important the issue was, having been attacked himself and also having had to negotiate for the safety of staff during his career. It was important to have good support and communication and to use good judgement. He stressed that local staff often helped to saved the lives of international staff and themselves needed proper support. The Executive Director, UNICEF, stressed the

changing environment in the world, which was marked by internal conflict, less respect for humanitarian workers and killings and abductions that happened with impunity. In this context, the safety and security of its staff must be central to the work of the United Nations. The agencies took seriously the issue of accountability, but needed the ability to make decisions at field level, where they often had to be made quickly. The Administrator, UNDP, said that the heads of all the agencies felt deeply about this subject and had long been troubled by the lack of resources. As the United Nations was embarking on a major mission in Afghanistan, these issues would become even more important.

Summary by the President

203. Summarizing the discussion, the President of the UNICEF Executive Board said there was strong consensus to address the problem of staff security, with the most important bodies of the United Nations taking a stand on it. These included the Security Council, the General Assembly and now the Executive Boards of the funds and programmes, which were part of the Economic and Social Council. The discussion had raised a wide variety of issues, including:

(a) The question of responsibility, with the host country bearing prime responsibility for the safety of United Nations personnel;

(b) The question of accountability, which would require further discussion, based on the report of the Secretary-General that was under preparation;

(c) The issue of financing and who would bear the costs for improved security, and whether this would be from regular budget or alternate mechanisms;

(d) There was a complex system of cooperation involved, not only within the United Nations system but with the Governments of host and donor Governments;

(e) The decisions to be taken on the institutional structure within the United Nations and any necessary changes to that system.

E. Other matters

Briefing on the Tokyo Conference on Afghanistan

204. The Administrator, UNDP, briefed the Executive Boards about the International Conference on Reconstruction Assistance to Afghanistan, which had taken place in Tokyo on 21-22 January. He said that the Conference had been an extraordinary success for the entire United Nations family, marked by high-level attendance and strong support from donors, with a total of $1.8 billion pledged for the first year and $4.5 billion in multi-year pledges. The conference, which had focused on recovery and reconstruction because immediate humanitarian needs were covered by other appeals, had raised a number of issues about the recovery effort. First, given concerns of the Interim Administration about time, follow-up would be critical. There was also some scepticism among donors about the plausibility of the recurrent costs cited by the Interim Administration, as well as questions about how money much the new Government could plausibly spend well. The UNDG, the AsDB, the World Bank and some donors had argued that peace-building was more than the sum of a group of projects. The critical link was to restore trust in the central Government, because projects alone would not substitute for the Government meeting the needs of its people. The relationship between Government and people was at the heart of peace-building in Afghanistan.

205. Security was one of the most critical and most difficult development challenges and a major concern to all Afghans, he said. They wanted law and order in their villages, community policing and a justice model. Other priorities were to get children back to school by 21 March; the recovery of the agricultural economy; the creation of economic activity in the form of public works — a “peace dividend”; and demobilization, demining and the return of refugees.

206. From the perspective of the United Nations, he said, the conference had ensured for the first time that there was adequate focus on and funding for relief and reconstruction. It was the first time that the gap between the two had been bridged successfully. There were two sides to the peace building effort, and Mr. Lakhdar Brahimi, Special Representative of the Secretary-General for Afghanistan, would work with the Interim Administration, which would be in charge of the entire process, consulting on such issues and

priorities as programmatic frameworks and the use of the trust fund. Decisions about development thus would not be politicized. The Secretary General's appointment of Nigel Fisher of UNICEF as Deputy Special Representative for Humanitarian Affairs in Afghanistan was especially welcome because he had a mandate for coordinating developmental and humanitarian operational activities.

207. In closing, he mentioned the wide-ranging support from traditional and non-traditional donors at the Tokyo Conference, citing contributions from Saudi Arabia, India, Pakistan and the Islamic Republic of Iran as examples of south-south cooperation.

208. Delegations expressed appreciation for the renewed commitment by the United Nations and by donors to Afghanistan, stressing, however, that peace still had not been secured and that the international community had to support the political process to ensure security in the country. One delegation said that the refugee dimension must not be forgotten, given the large number of refugees in neighbouring countries. The speaker expressed the hope that efforts to rebuild Afghanistan following over two decades of devastation would lead to an atmosphere of peace and security. Reconstruction of the ruined infrastructure was a concrete action that would contribute to strengthening the central Government. Intensified international cooperation would be required to materialize the reconstruction plans. Another speaker said that the cooperation between United Nations agencies and the amount of resources pledged was impressive. However, her country knew from experience that once the acute emergency phase of a disaster was over, a lot of the impetus could be lost. A delegation stressed the importance of ongoing coordination of United Nations activities, and that the coordination framework should include the United Nations Office for Drug Control and Crime Prevention.

209. The Administrator, UNDP, said the United Nations must deliver on its pledges and make sure they are translated into programmes. Information would be provided through the internet, in cooperation with the Interim Administration, thus ensuring the ownership of the Interim Administration. He thanked the Government of Japan for its support, and expressed special thanks to Mrs. Sadako Ogata, former United Nations High Commissioner for Refugees, who had chaired part of the conference.

Tribute to Catherine Bertini

210. The Executive Director, UNICEF, paid tribute to Catherine Bertini, Executive Director of WFP, who would be leaving that position at the end of her term in April. She said that Ms. Bertini, who was a fellow New Yorker, had provided strong and effective leadership for WFP, which was now the world's largest humanitarian agency.

Part two
2002 annual session

Held at United Nations Headquarters from 3 to 7 June 2002

I. Organization of the session

A. Opening of the session

211. In welcoming delegations and other participants to the annual session, the President of the Executive Board drew attention to some of the activities involving the Bureau since the January session that were particularly relevant for the present session. He reported on a briefing in March 2002 on sexual exploitation and humanitarian personnel to familiarize Board members with UNICEF efforts and coordination with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). One of the most striking events, he said, was the field visits of Executive Board members to Brazil and Viet Nam, noting in particular the very successful, high-level participation in Brazil. Regarding the visit to Viet Nam, it was the first time that there had been a joint segment with the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA) Executive Board. Issues addressed during the joint segment included collaboration and coordination at all levels, including the Millennium Development Goals, the United Nations Development Assistance Framework (UNDAF), and the harmonization and simplification of procedures.

212. The President informed the meeting that the UNICEF Executive Board web site was being revised and that all suggestions should be submitted to the Secretary of the Executive Board. He hoped to be able to present views on the subject to the Board in September. The President said that a meeting to review the priorities of the UNICEF medium-term strategic plan (MTSP) from a subregional perspective, similar to the one held in the Americas and Caribbean region, would be scheduled for September or October 2002. Responsibility for this meeting was being assumed by one of the Vice-Presidents (Gambia).

213. He announced that the following would be discussed later in the session under "Other matters": the working methods of the Board in the context of the letter he circulated to Board members on 29 May; and emergency responses and the MTSP. In conclusion, he expressed appreciation to the Bureau for its intensive work.

B. Adoption of the agenda

214. Introduced by the Secretary of the Executive Board, the provisional agenda and proposed timetable and organization of work of the session, as contained in document E/ICEF/2002/9, was adopted by the Board. The agenda contained the following items:

Item 1: Opening of the session: statements by the President of the Executive Board and the Executive Director

Item 2: Adoption of the provisional agenda and timetable and organization of work

Item 3: Report of the Executive Director (Part II)

Item 4: Summary of mid-term reviews (MTRs) and major evaluations of country programmes

Item 5: Report on the evaluation function in the context of the MTSP

Item 6: Oral report on the Special Session on Children by the Executive Director

Item 7: Field visits of Executive Board members

Item 8: Other matters

Item 9: Closing of the session: remarks by the Executive Director and the President of the Executive Director

II. Deliberations of the Executive Board

A. Oral report on the Special Session on Children by the Executive Director

215. Consideration of this agenda item began with the screening of a short video that captured the enthusiasm and energy of the Special Session on Children. In her oral presentation, the Executive Director thanked Member States and the Bureau for their active contribution, which resulted in a successful Special Session. She reminded everyone of the lead up to the Special Session, with the end-decade review and the

series of high-level regional meetings. She said that the Special Session was truly special as, for the first time, children were participating as adult delegates. The 95 million pledges for the "Say Yes" campaign showed tremendous support for the cause of children. This was also a meeting of broad-based leadership, with all spheres of society represented, particularly non-governmental organizations (NGOs), which participated in large numbers. The Executive Director shared her satisfaction with the results of the negotiations on the outcome document, "A World Fit for Children", which was a strong document.

216. Speakers unanimously thanked UNICEF and the Executive Director, as well as the Bureau and its President, for their efforts. All noted the importance of the participation of children as a real added value to the meeting. Children had indeed made a precedent-setting difference. Some delegations expressed their appreciation for the high-level round tables, others for the very rich programme of supporting events and for the participation of many constituencies in these events.

217. Delegations stressed the importance of achieving the goals contained in the outcome document as well as ensuring appropriate follow-up. One speaker said that the follow-up section of the document was somehow its weakest part. Questions were raised about how to ensure an integrated follow-up process to the various international conferences and goals, specifically the Brussels conference on least developed countries (LDCs) and the Millennium Development Goals.

218. It was generally felt that children should have a role in the implementation and follow-up process, and that all stakeholders should contribute to the achievement of the goals. Partnerships and resource mobilization were important to ensure implementation of the plan of action.

219. The Executive Director stated that the outcome document was agreed to by the Member States and that, therefore, the goals are those of the Member States. Governments were responsible for implementing the plans of action, with many other actors, including children. UNICEF recognized its responsibility in supporting implementation. She explained that there was consistency among the goals of MTSP, the outcome document and the Millennium Development Goals. UNICEF was active in ensuring an immediate follow-up to the Special Session. This was not a new effort, rather it was the strengthening of efforts initiated in the 1990s. She said that many countries had developed national plans of action, which would need to be updated to include the new challenges.

B. Report of the Executive Director (Part II)

220. The Executive Director introduced the second part of her annual report to the Executive Board (E/ICEF/2002/4, Part II), which covered the last year of the previous medium-term plan (MTP) for 1998-2001. She reminded the Board that issues related to United Nations coordination and partnership had been addressed in part I of the report, which had been presented to the Board at its first regular session of 2002. She also said that the deficiencies of the MTP were by necessity reflected in this report, but that next year's report would follow the new MTSP, be shorter, meet the Secretary-General's recently announced limit of 16 pages and be more focused on results.

221. The Executive Director outlined the three main themes of the report: the importance of partnerships for the success of UNICEF work; the work done in 2001 to prepare for the future, specifically on the Global Movement for Children, the Special Session on Children and the MTSP; and the growing imbalance between income from regular and other resources. She also mentioned several constraints facing UNICEF, which, in addition to the imbalance between regular and other resources, included continued high levels of poverty, indebtedness and instability, and the need for UNICEF to strengthen further its culture of programme excellence.

222. Many delegations found the report to be well written and informative. Some speakers said that while the report was better than the previous year's report, it was still too descriptive and insufficiently analytical. Other speakers regretted that the report did not provide an overview of the full four years of the MTP period. Delegations agreed that the report reflected the original weaknesses of the MTP, and many said that they looked forward to a new type of annual report that would be more closely linked to the MTSP and focused on results. Some speakers added that a better report could assist UNICEF with fund-raising, especially to increase regular resources income. Many delegations also expressed satisfaction with the results matrices

included in the report, although some suggested improvements. The Executive Director replied that the secretariat would hold an informal consultation with the Board on the future format of the report.

223. A number of delegations encouraged the secretariat to continue to move towards modern results-based planning, management and reporting, and asked what steps UNICEF was taking to become a true results-based organization. Some speakers found that the report focused too little on outcomes and too much on outputs, processes and activities. A few delegations stated that UNICEF needed to be clearer about lessons learned over the last year, and to be more frank about its weaknesses. UNICEF was also encouraged to focus on activities that were within its comparative advantage. The Executive Director agreed that the report had to focus more on results and should reflect better results-based planning and management at all levels of the organization. She reiterated her commitment to strengthening results-based management through programme excellence, citing as specific steps a recent global consultation on human resources and the development of a new *Programme Process and Procedures Manual*, with appropriate training. She said that building a culture of programme excellence was not necessarily an easy task, nor one achieved overnight, and urged the Board to expect visible but incremental progress.

224. Most delegations expressed concern about the growing imbalance between regular and other resources, which some said threatened the impartiality and multilateral character of the organization. Other speakers said they feared that the growing resource imbalance might lead UNICEF to adopt a donor-driven agenda, rather than the agenda set by the MTSP. Some delegations said they were concerned that increased other resources might be used to subsidize administrative overheads. Another delegation suggested that in the current highly competitive fund-raising market, the choice might not be between regular and other resources, but between any resources and no resources. Other speakers raised the possibility of UNICEF raising funds for thematic purposes, with low levels of conditionality, although one delegation opposed such funding, fearing that it might divert attention from nationally-driven priorities. The Executive Director said that UNICEF had had a fund-raising strategy since 1999, the focus of which was the commitment to raising regular resources, increased burden-sharing among donors and greater predictability of funding commitments. UNICEF would continue to explore thematic fund-raising with bilateral donors in line with the MTSP priorities, but regular resources were the priority. The decline in regular resources income derived from private sector fund-raising was due to weak product and card sales and the negative impact of the strong United States dollar.

225. The issue of partnerships was raised by many speakers, all of whom encouraged UNICEF to take a strong role in building partnerships for children within the context of "A World Fit for Children" and the Millennium Development Goals. Several delegations asked UNICEF to explain more clearly in future reports how partnerships produced results for children. Several delegations encouraged UNICEF to continue to play an important role with partners in collecting and using data on the situation of children. Many speakers expressed approval of what they saw as an improved approach by UNICEF to partnerships, especially within the context of United Nations reform (the Common Country Assessment (CCA)/UNDAF in particular), Poverty Reduction Strategy Papers (PRSPs) and sector-wide approaches (SWAPs). One speaker said that UNICEF still had a tendency to work alone too much and to be insufficiently engaged with those reforms.

226. The Executive Director said that UNICEF attached great importance to partnerships, especially collaboration with other United Nations agencies, funds and programmes in the CCA/UNDAF and related issues. In addition to global-level activities, collaboration with specific agencies depended on the level and type of representation of the agencies in various countries. She agreed that the number of partnerships was less important than the results brought about by those partnerships. UNICEF was centrally involved in the CCA/UNDAF process and was increasingly involved in PRSPs, although that could improve. She said that PRSPs should not just be the domain of economists, and that UNICEF should include the perspective of children and their rights into the dialogue around PRSPs.

227. A number of delegations asked about the role of UNICEF in terms of the Millennium Development Goals, "A World Fit for Children" and the MTSP. The Executive Director replied that the MTSP, which had been developed in light of the Millennium Declaration and the largely completed draft of "A World Fit for

Children", was the UNICEF vehicle for pursuing those goals during the next four years.

228. A few speakers asked about the role of the Innocenti Research Centre in Florence in relation to results-based management, lessons learned, the Millennium Development Goals and "A World Fit for Children". The Executive Director reviewed the role of the Centre, stressing its degree of independence, which permitted it to address new and emerging issues, including birth registration. The Centre played a key role in monitoring and documenting the socio-economic transition in Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States through the MONEE (monitoring of the transition in Eastern Europe) project.

229. A number of speakers raised the issue of UNICEF work in emergencies, especially in the area of girls' education and in such countries as the Democratic Republic of the Congo and Sierra Leone. One speaker questioned the lack of visibility of emergencies in the report. The Executive Director said that the increase in emergency expenditures in recent years reflected the increased number and complexity of emergencies throughout the world. As a reflection of the UNICEF policy of mainstreaming emergency operations, they were not the subject of a separate part of the report. In fact, many of the results achieved during 2001 had been achieved in the context of unstable situations.

230. Responding to comments about the importance of national capacity-building in the work of UNICEF, the Executive Director agreed that it was a core strategy for UNICEF cooperation, and gave examples of how it was pursued at the national level in the context of decentralization.

231. Some delegations encouraged UNICEF to continue its reforms to improve the efficiency and effectiveness of its internal management and operations, including streamlining and rationalization, and improved information management systems. To a question about how UNICEF had expended more money in 2001 than it had earned in income, the Executive Director said that UNICEF had used part of its cash carry-over from 2000 for expenditures in 2001. She stressed that she and her staff paid close attention to expenditure and income, and that she reported annually to the Board on the issue within the framework of the annual revisions of the financial MTP. The financial MTSP would be presented at the second regular Board session in September 2002. In addition, the secretariat closely monitored the affordability of other resources income through adequate cost recovery, which would be the subject of a report to the Board in January 2003.

C. Summary of mid-term reviews and major evaluations of country programmes

Eastern and Southern Africa

232. The Regional Director for Eastern and Southern Africa introduced the report on MTRs and major evaluations conducted in the region during 2001 (E/ICEF/2002/P/L.17). MTRs were conducted in Angola, Botswana and Kenya. Major country programme evaluations included an end-of-programme evaluation in Mauritius and end-of-cycle reviews in Eritrea and Lesotho. The report also included programme-level evaluations of the five organizational priority areas of the MTSP. In his presentation, the Regional Director provided Executive Board members with the context in which the MTRs and evaluations had been carried out. He reminded delegations that all of UNICEF work in the region was characterized by the HIV/AIDS pandemic, armed conflict and deepening poverty. He highlighted the fact that southern Africa was experiencing a severe hunger gap, compounded by various vulnerability factors related to erratic rains, HIV/AIDS, political developments in key countries, cholera, the reduction of subsidies on seeds and fertilizer, and the abrupt deregulation of the grain markets.

233. Commenting favourably on the quality of the reviews presented, several delegations also expressed appreciation for the presentation of the MTR findings linked to the priorities of the MTSP and from the end-decade reviews. The report on the MTRs provided good factual data that also triggered some questions, and it was felt that there was a need for more comments on why progress had or had not been made. At least one delegation wanted to see more in the report on how the evaluation reports would be used, such as for planning, national policy or pursuing partnerships. The use of community-based approaches in selected districts was appreciated, but UNICEF was urged to focus more on assessing and documenting lessons learned. In response, the Regional Director

noted that whether alone or with partners, the quality of evaluations had improved over the past few years. This was highlighted by the fact that an internationally recognized journal had decided to publish 18 evaluations not because they had been conducted by UNICEF, but because they were of good quality.

234. One delegation wanted additional information on the food crisis that was seriously affecting several countries in southern Africa, especially the role that UNICEF would play in relation to other agencies in response to the crisis. The Regional Director replied that while many countries were affected, Malawi, Zimbabwe and Zambia were particularly hard hit. UNICEF, the World Food Programme (WFP) and other partners had conducted a rapid assessment of the situation. In Malawi, UNICEF was helping to set up therapeutic and supplemental feeding centres, provide bednets against malaria and put in stocks to combat cholera. He said that although vaccination coverage was quite high in Malawi, a measles campaign was planned. Safe water and sanitation would be provided to all nutritional rehabilitation centres. On the education and protection side, UNICEF was involved in community referral systems to channel the especially vulnerable children to the WFP feeding programmes. Humanitarian aid workers were being trained on issues of child rights. He said that in Zambia, UNICEF was focusing primarily on nutrition surveillance, and therapeutic feeding centres would be established outside of refugee camps.

235. Another delegation appreciated the importance that UNICEF was giving to HIV/AIDS in the MTRs and informed the Executive Board that this was a priority area for his country's bilateral aid agency. A question was raised about the uneven funding from the Global Fund for AIDS, TB and Malaria and UNICEF appreciation of the quality of the proposals submitted by Governments and how they fit in with existing programmes and strategies. The issue of possible problems of coordination and synergy was also raised. The same delegation asked about the main strategic and programmatic challenges for girls' education, especially in light of HIV/AIDS, agreeing with the idea put forward by another delegation for an approach that focuses on both community capacity-building and going to scale, including policy dialogue. As part of the policy dialogue, it was felt that UNICEF should be involved in such national coordination mechanisms as PRSPs, sector investment programmes and SWAPs. Welcoming the focus that the MTRs of Kenya and Angola had brought about, a speaker hoped that this would help to make the programmes more effective. Nevertheless, some embassies had reported that some country programmes were still too fragmented and dispersed, which had a negative affect on the interventions. The speaker's Government looked forward to the MTSP helping UNICEF country offices refocus their interventions.

236. To the delegation that raised questions about the strategies being used in the region, the Regional Director pointed out that as had already been reported to the Board, the primary focus was on community capacity development within a human rights framework. He went on to acknowledge that this brought up the question of how to deal with both national interventions and community support. In several countries, UNICEF continued to assist national programmes such as immunization and education, while also working in learning districts. The districts were not intended for UNICEF learning, but rather learning for its local or national counterparts. Countries in the region were working to move beyond training as the only source for capacity-building. Therefore, in the region, capacity-building was always taken in the broader sense and recognized that authority and resources were also required.

237. Regarding the unevenness of funding from the Global Fund for AIDS, TB and Malaria, the Regional Director noted that in the first round, $100 million were distributed to the project proposal already approved without further discussion. There would be an additional $160 million for project proposals that would be approved after minor modifications. He stressed that because there was such a tremendous need in all countries of the region, available funding would not go unused. One problem encountered by the teams reviewing the proposals was the lack of knowledge of the contextual situation of HIV/AIDS in the different countries. The quality of the country proposals was linked to the level of involvement of United Nations staff who had the contextual knowledge. The response to the delegation that wanted to know how the HIV/AIDS projects related to ongoing programme activities, the Regional Director felt that they were very complementary.

238. On the subject of girls' education in eastern and southern Africa, the Regional Director said that the situation was peculiar in the sense that most countries

showed little difference in enrolment between girls and boys. In fact, some countries had higher enrolment of girls than boys. However, the drop-out rates were higher for girls and learning achievement much lower. Similarly, the enrolment of girls in secondary school was very low because they were not generally expected to achieve, but simply to get married.

239. One delegation commented on countries that had not been through the MTR process and where the need for psychosocial services was noted. Such services were necessary for both infected and affected children, not just those who were victims of conflict.

240. On the *Angola MTR*, several speakers said that the report gave a good impression of the work being done by UNICEF there. The review findings supported increased efforts in HIV/AIDS since there was now greater access throughout the country. In response to a query about the flexibility of the country programme to respond to changing needs, particularly for HIV/AIDS, the Regional Director advised that the Government of Angola provided considerable flexibility to UNICEF and this was being taken advantage of to reprogramme certain funds. He noted that the current prevalence rate of HIV/AIDS was between 8 to 10 per cent. This meant that it was spreading rapidly through the population and, therefore, would require different strategies to control the spread than those that might be used with high-risk groups.

241. Additional information was requested on measles immunization coverage, which was reported to be quite low, and on the challenges to the provision of vaccines. Another speaker wondered why polio eradication was not mentioned since Angola was one of the main endemic countries. The Regional Director reported that a measles campaign would begin as soon as the necessary supplies and equipment were in place, and that polio vaccinations would be expanded to the entire country. He went on to explain that it had been difficult to expand immunization coverage until now because Angola had remained a closed country for many years.

242. Further information was requested on how country programmes such as Angola handled humanitarian assistance. Specifically, the delegation wanted to know the relationship between sustainable human development and humanitarian assistance. The Regional Director explained how UNICEF responded to humanitarian needs that reflected a certain degree of urgency and sustainable action. While he acknowledged that this was a difficult task in a country like Angola, it was taken into account during planning.

243. Another delegation noted that UNICEF was very active in the Consolidated Appeal Process (CAP) and that the involvement of NGOs should be acknowledged. The same speaker wanted to know about the division of labour in CAP in the coming years. The Regional Director felt strongly that activities other than food in the CAP in Angola should not be referred to only as non-food items. This, he said, was an over-simplification of important activities such as basic health supplies, education, water and environmental sanitation (WES), feeding and nutritional surveillance, among others.

244. One delegation agreed with the recommendation of the MTR that the country programme should focus on fewer activities to have a better impact. Another speaker suggested that UNICEF share with Angola the experiences of other countries in malaria and maternal mortality reduction interventions. A second point was made on the need to take full advantage of the peace agreement and the improved governmental administrative capacities for the coordination of international assistance, planning, etc.

245. Concerning the *Kenya MTR*, one delegation commented positively on UNICEF collaboration with other agencies in the areas of immunization and HIV/AIDS. UNICEF was encouraged to begin working with the Government of Kenya to sustain immunization beyond funding from the Global Alliance for Vaccines and Immunization. It was suggested that the Immunization Coordinating Committee begin to focus on increasing measles coverage to 80 per cent. The Regional Director replied that a large national measles campaign, aimed at increasing coverage, would take place later in June 2002.

246. A delegation appreciated the difficulties encountered with the distribution of treated bednets for malaria control and was aware of the ongoing debate about providing free bednets or selling them at a socially acceptable price. Two major bilateral agencies had decided to address the issue through social marketing. For those who would be unable to afford the bednets, UNICEF was invited to work with other donors on a system for subsidizing bednet sales. One of the bilateral agencies was working closely with UNICEF on children orphaned by HIV/AIDS and the prevention of parent-to-child transmission. The same

speaker stressed the need for prevention messages to be incorporated in all activities of the country programme. In response, the Regional Director said that as a team, the countries in the region were committed to helping counterparts to accelerate and strengthen implementation of the Roll Back Malaria Initiative. From August 2002, this would be achieved in collaboration with the World Health Organization (WHO) and would address several criticisms of both agencies brought to light in a recent evaluation on the implementation of the Initiative.

247. One speaker expressed appreciation for the pro-active approach taken by the *Operation Lifeline Sudan* (OLS) office over the past three years. However, the speaker cautioned against raising expectations and risk-taking in such unstable conditions. The increased contact with counterparts was also welcomed. Reference was made to the weak position of OCHA in Sudan. The concept of community centres where basic services were being restored was considered a good initiative. It was stressed that the need to build community capacity for these interventions was as important as the required hardware. A delegation was concerned that a concentration of services in a few areas would make it difficult for others to access the services and asked if extension services would be part of the plan. The Regional Director acknowledged that the focus of OLS had changed over the years and was helping to build capacity in southern Sudan. He said that health centres were being built in selected areas where there were no services at all, adding that extension services in areas such as Rumbeck were being considered.

248. On the *end-of-programme evaluation in Mauritius* and its graduation from the category of programme country, a delegation stated that the end of regular resources allocations meant that the country was in position to assume responsibility for the protection of its children. The speaker expressed concern that full attention needed to be given to building up the necessary institutional capacity on child issues before the closure of the UNICEF office at the end of next year. Several speakers wanted assurances that UNICEF would gradually phase out its support in ways that would not adversely affect the situation of children. The Regional Director advised the Board that it had been agreed between UNICEF and the Government of Mauritius that in order to facilitate their new relationship, a team of advisers from the regional office, including the Regional Director and the Area Representative from Madagascar, would visit the country towards the end of 2002 to discuss the best relationship for the future. UNICEF reconfirmed its commitment not to proceed with any transition that did not protect the rights of children and women.

249. Referring to the *end-of-programme cycle review in Eritrea*, overall satisfaction was expressed for UNICEF performance in the country. A speaker wanted to know if UNICEF planned to address the need for psychosocial services and how the lack of appropriate partners in this area would be tackled.

250. Commenting on the MTSP priority area of integrated early childhood development (ECD), one delegation noted his Government's support for WES activities in *Zimbabwe* as part of the community-based management approach since 1994. A review in 2001 endorsed the approach, adding that more needed to be done before it became a national approach. Similarly, UNICEF was urged to play a more significant role in advocating for stronger national policy engagement. The Regional Director replied that the community-based interventions of that approach fell within the capacity-building approach being followed in the region. In Zimbabwe and other countries, UNICEF was becoming increasingly involved in debating national policies informed largely by such experiences as community-based management. He added that UNICEF was involved in vaccination, an emergency focal point had been appointed to the country office, and additional funding had been obtained from the European Commission's Humanitarian Aid Office for nutrition and vitamin A supplementation. Other activities included water and sanitation, and a measles campaign was planned. Schools-in-a-box kits were supplied to displaced children. For HIV/AIDS, UNICEF was concentrating on advocacy and working with partners to provide support to people living with AIDS.

West and Central Africa

251. The Executive Board had before it the summary of MTRs and major evaluations of country programmes in West and Central Africa (E/ICEF/2002/P/L.18), which was introduced by the Regional Director. The report covered the MTR for Benin and evaluations of the monitoring learning achievement projects in Cameroon, the Gambia, Liberia and Senegal; decentralization in Chad; reviews of the expanded

programme on immunization in the Gambia and Sierra Leone; a study of child trafficking in Cameroon; and a regional study on the sexual exploitation of children. She said that the lessons learned from these reviews and studies could apply in a number of situations, even in emergencies, as demonstrated by the polio eradication initiatives in the Democratic Republic of the Congo and Sierra Leone, and that community organizations could sustain development programmes, as shown in Liberia.

252. Delegations appreciated the quality of the *Benin MTR*, particularly the progress achieved and the participation of the children in the MTR process. However, two delegations regretted that the description of achievements was not supported by quantified data, and suggested that efforts should be made to refer to measurable targets achieved in line with the results-based approach. Another speaker agreed, but said that it was not always possible to quantify qualitative achievements and that the biggest challenge now was to sustain the positive results through capacity-building. A delegation expressed appreciation for the Government's commitment to vaccine independence and suggested that its strategy be shared widely. Two delegations commended UNICEF and the United Nations Educational, Scientific and Cultural Organization for their support to Education for All in Benin, which focused on gender disparity reduction, and suggested that Benin's good performance be documented and shared. Another speaker expressed appreciation to UNICEF for its participation in the PRSP process in Benin and its advocacy for the 20/20 Initiative. The Regional Director said that all of the suggestions would be taken into account to reinforce ongoing initiatives.

253. A number of speakers focused their interventions on child trafficking. One delegation highlighted efforts made the Governments of the region to fight child trafficking, pointing out that poverty was the root cause of child abuse and encouraging UNICEF to continue its advocacy for poverty reduction strategies. Another speaker stressed that child trafficking in West Africa was a regional phenomenon that needed a regional response, with strong partnerships essential for success. It was also suggested that because child trafficking might also affect countries not mentioned in the report, the lessons learned should be shared widely among all countries of the region. UNICEF was commended for its leadership in combating child trafficking and the sexual exploitation of children by a delegation that also said that it was finalizing an agreement to provide about $3 million to support child protection programmes in West Africa. The Regional Director expressed appreciation for the existing good collaboration with many donor countries. She encouraged government authorities in the region to maintain their high-level commitment to combat child trafficking.

254. Some speakers referred to a recent report by the Office of the United Nations High Commissioner for Refugees (UNHCR) and Save the Children (United Kingdom) on the sexual exploitation of children in West Africa by humanitarian workers. One speaker, in commending UNICEF for its performance in Sierra Leone, requested further information on follow-up to the report. The Regional Director said that the majority of the humanitarian workers were doing an excellent job in the camps for internally displaced persons (IDPs) and refugees in Sierra Leone. The United Nations had established a task force, including UNICEF, which had prepared a joint action plan to address the issue. They encouraged the implementation of the report's recommendations in the region and globally. Another speaker said that following the Second World Congress against Sexual Exploitation of Children, the Government of Mali had organized a regional ministerial meeting on the sexual exploitation of children attended by 20 countries. This important initiative had renewed the regional commitment to combat such harmful traditional practices as early marriage and female genital mutilation. The Regional Director said that the Mali meeting had been an important step towards harmonization of legislation in the area of sexual exploitation of children in the region.

255. Referring to the two *evaluations involving the Gambia*, a delegation said that the country has achieved remarkable progress in the areas of maternal mortality reduction, primary school enrolment rates, girls' education and access to safe water and sanitation, owing to strong political commitment. The Regional Director agreed that the Gambia had achieved significant progress in the areas of MTSP priorities, but those achievements needed to be sustained. Commenting on the speaker's suggestion, she said that the Executive Board might wish to consider a reward system for high achievers.

256. Asked about the integration of development and emergency programmes in *Liberia*, the Regional

Director responded that this was ensured through community involvement and participation. The results achieved in the education, survival and measles immunization programmes demonstrated the effectiveness of the strategy. Another delegation expressed appreciation to UNICEF for its advocacy on child rights in Liberia, and suggested that UNICEF strengthen its cooperation with NGOs and other partners. The speaker recognized that humanitarian interventions were difficult in Liberia, adding that the new branch of OCHA in Abidjan should contribute to improved coordination of humanitarian assistance in the country.

257. One speaker suggested that HIV/AIDS prevention be included among the region's priorities to ensure that the very high level of HIV/AIDS found in Eastern and Southern Africa not be repeated in West and Central Africa. The Regional Director said that HIV/AIDS prevention was a priority. For example, country programmes focused on young people in Cameroon and the Central African Republic and on the prevention of mother-to-child transmission in Benin and Côte d'Ivoire, as well as on support to children orphaned by AIDS in 17 countries.

258. A delegation raised the issue of debt relief for children. Nigeria, for example, had spent $1.7 billion last year on debt servicing, but only $300 million on social sectors. He said that the Millennium Development Goals could be achieved through debt cancellation by creditor developed countries and appropriate investment in the social sector by poor countries.

Americas and the Caribbean

259. The Executive Board had before it the summary of MTRs and major evaluations of country programmes for the Americas and Caribbean region (E/ICEF/2002/P/L.19 and Corr.1), that was introduced by the Regional Director. The report covered the MTRs for Ecuador and Bolivia, as well as an evaluation of UNICEF partnerships, both in Guatemala and across the region.

260. Commenting on the *Ecuador MTR*, delegations commended UNICEF for its collaboration with the Government, especially regarding the new Code for Children and Adolescents and increased government social spending in 2000-2001. UNICEF was encouraged to assist the Government in monitoring how the increases in spending would be translated into increased services for children. The Regional Director said that UNICEF was already working with the Government to set up the ChildInfo system, which would include all statistical information on children. In general, Ecuador had good statistics, as indicated by the Government's study on the impact of economic crisis, which had helped to identify the most affected populations and target specific programmes for them. Many of those programmes were monitored through the government surveillance system. Another delegation expressed satisfaction with information on how UNICEF worked to build capacities, an issue that was not often reported on. The Regional Director responded that capacity-building was strong in Ecuador, mostly at the national level, and at the subnational level in a few targeted geographical areas.

261. The representative of Ecuador cited specific progress made in his country in terms of children's rights and indigenous people, including the creation of a social indicator system and local councils in a number of municipalities. In highly indebted countries such as Ecuador, debt servicing and trade barriers hampered the stabilization of the economy. It would be important to have the cooperation of UNICEF in debt swaps for social programmes. The Regional Director said that the evaluation of Ecuador's experiences in facing an unprecedented economic crisis should be shared with other countries such as Argentina. Another delegation said that according to its mission in Quito, UNICEF and other donors should encourage the Government to define and implement a more comprehensive poverty strategy, although Ecuador did not qualify under the Heavily Indebted Poor Countries initiative. Social spending had increased in recent years, but should increase further to fight poverty. More attention should be paid to capacity-building and empowering partners. The speaker also asked if UNICEF planned to continue external evaluations of country programmes. The Regional Director said that UNICEF was encouraging the Government of Ecuador to launch a poverty reduction strategy. The focus of the country programme was empowerment and capacity-building rather than more traditional assistance that had marked the programme in the past. The evaluation of the country programme had been done in partnership with over 400 national counterparts from subnational and national levels.

262. Referring to the *Bolivia MTR*, a delegation agreed with the document that coordination between the Government and UNICEF was not optimal and that UNICEF could not replace the State in implementing policies. The speaker added that cooperation with the Government should not be subject to independent regional programmes, even if they were coordinated with the Government, but rather should be related to national programmes. The delegation asked when it would be possible in the medium term for UNICEF to work within the framework designed by the Government. The Regional Director said that UNICEF shared its experiences from other countries with the Government and eventually provided ideas and support for national policies. Like other United Nations agencies, UNICEF fully respected government policies. However, UNICEF-supported experiences in Bolivia had influenced such policies as the Government's basic health insurance. Based on a pilot project in rural areas, the Government had decided to formulate a national policy to benefit previously excluded populations. Even in this case, it was the Government that had formulated the policy, not UNICEF.

263. Another delegation said there had been a lack of focus in recent activities and suggested that that emphasis be given to bilingual education in schools and adult literacy programmes as part of continued outreach to underserved populations. The Regional Director agreed that focus was needed on bilingual education for indigenous populations, who were shown by statistics to be the most disadvantaged. This would be the focus of programmes not only in Bolivia, but also in Ecuador and other countries in the region. Referring to the discussion in the report of the lessons learned and the results of capacity-building in local municipalities, a delegation said that the country programme was moving in the right direction and that UNICEF intended to work within the framework of the poverty reduction strategy and UNDAF. However, UNICEF could further support government strategies and work more efficiently in sectoral approaches. The delegation also asked how UNICEF intended to support the development of government institutions. The Regional Director said that in Bolivia, the poverty reduction strategy was very important. For example, in 2002, $220 million would be available for social investment in health, nutrition and education, with $450 million available in 2003. About 50 per cent of these resources would go to the health and education ministries and the other 50 per cent to the most impoverished communities. UNICEF was closely involved in this effort, and the entire country programme was targeted to support those national efforts within the poverty reduction strategy.

264. The representative of Bolivia said that the report underscored the importance of the Amazon subregional programme's move from typical assistance to local capacity-building. Because of Bolivia's high poverty rate, areas such as girls' education, the protection of children's basic rights and gender inequality required greater attention. Bolivia had made achievements in terms of infant mortality reduction, polio eradication and other immunization programmes, but malnutrition and access to safe water and hygiene systems continued to be problematic. UNICEF was encouraged to continue to stress the need for social policies to address such issues while focusing on ethnicity and gender. It was important to continue to work in the areas that had been neglected (e.g. birth registration, micronutrients) and such new elements as reproductive health in relation to HIV/AIDS. Another delegation said that it had been engaged in bilateral cooperation with the Government of Bolivia for some years and found the experience to be positive. The speaker expressed appreciation for the reference in the report to the UNICEF contribution to the poverty reduction strategy, which was decisive for the country programme. This was the type of information that should be included in other documents. The delegation saw the potential for cooperation with UNICEF, especially in sectoral programmes for indigenous people, decentralization and popular participation, and urged UNICEF to focus not only on the current programme, but also to engage in these sectoral programmes.

265. Referring to the *evaluation of UNICEF partnerships in the region*, a speaker highlighted the importance of increased partnerships with children and adolescents, and asked how UNICEF intended to build on them in the future. The Regional Director said that partnerships were being mapped in most countries in the region. Another speaker said that the evaluation was an important tool for country offices in considering new partnerships, and recommended that it be replicated in other regions. The delegation asked for information on the added benefits and challenges of entering into new partnerships resulting from the shift by UNICEF from sectoral approaches to more holistic rights-based programming, as well as on the capacity

of offices to deal with such a wide range of partners. The Regional Director said that the evaluation would help UNICEF to understand the implications of partnerships because not all of them have the same effects. For example, 19 countries in the region now had a code incorporating all laws regarding children, but they could only be implemented fully through partnerships. This had wide implications in the way UNICEF related to and collaborated with partners.

266. Another delegation said that because of the similarities between many islands in the Caribbean, there could be more collaboration between them, and some of the study's findings could be helpful in developing government policies. The Regional Director said that in the Caribbean, UNICEF had constructive dialogues with parliamentarians on two main themes — budgets for social programmes such as birth registration and the formulation of the children's codes. The same speaker highlighted the importance of prioritizing HIV/AIDS in the Caribbean, saying that her country had one of the highest infection rates in the subregion, particularly among girls aged 15-20 years, who were four times more likely to be infected than men. Primary education must be a focus because HIV prevention programmes addressed teenagers and adults. The Regional Director agreed about the importance of early education about HIV/AIDS, citing a UNICEF programme called "Right to Know".

East Asia and the Pacific

267. The Regional Director for East Asia and the Pacific introduced the summary of MTRs and major evaluations of country programmes in the region (E/ICEF/2002/P/L.20). It covered an MTR of the Philippines and included nine evaluations and studies on issues related to children, two reviews of allocation of resources for basic social services in the mid-1990s, one evaluation of training, and one impact assessment of a programme for poor children in China. She reported that the Regional Office had also participated in a fast-track evaluation of the Pacific islands country programme. She indicated that the Regional Office was strengthening staff capacity at the regional level in monitoring and evaluation, as well as in economic and social policy analysis to improve future learning and work in the region. She said that child protection was a growing priority in the region, and a number of small but significant studies had been included in the report to demonstrate the important work in this area, with the increasing openness and participation of Governments as well as the affected children themselves.

268. On the *Philippines MTR*, one delegation suggested that the successful approach of working with local government units could serve as a model for other programmes, and recommended that more supporting data for the positive results be provided. Another speaker suggested looking at successes in other regions using the same approach. In spite of the labour- and time-intensive cost factors, he endorsed the approach as it assisted local government bodies in policy formulation, resulting in sustainability and ownership at both local and central levels. This endorsement was echoed by another delegation.

269. One speaker said that the UNICEF programme continued to provide impetus to the Government of the Philippines to formulate child-centred policies and programmes. He suggested that it would have been appropriate for the MTR to have provided an overall assessment of programme effectiveness to date. Another speaker gave a more detailed description of the partnership between UNICEF and the Government of the Philippines through the Philippine National Strategic Framework for Plan Development for Children of 2000-2025 and the Framework for Action against Commercial Sexual Exploitation of Children, among others.

270. The Regional Director said that the Philippines programme was the most participatory in the region. Many good lessons had been learned that could be shared with other countries in the process of decentralization. For example, one successful aspect of decentralization in the Philippines was child participation in governance.

271. On the two *studies on child soldiers in the Philippines*, and in reference to the contributing factors of poverty and limited access to basic services, one delegation indicated that these findings had clear implications for more effective programming to prevent marginalized children from being exploited as instruments of war and terrorism. He then asked how UNICEF planned to disseminate the lessons learned. The Regional Director indicated that the two studies on child soldiers were very important and had been part of a larger study on the broader impact on children in armed conflict in six countries in the region. She said that this study would be ready in September.

272. Commenting on the *studies on commercial sexual exploitation in the Lao People's Democratic Republic*, a delegation said that although they were small scale, they had helped to heighten Government awareness of the issue, as well as of its serious consequences such as HIV/AIDS, and the importance of child education. He agreed on the importance of capacity-building for social welfare and developing pilot projects in vulnerable areas and a national plan to tackle the problems. He also reiterated the hope for continued technical and financial support from UNICEF and partners. The Regional Director said that the two studies had begun to produce baseline data, indicating some useful recommendations. Similar studies had been undertaken in many countries in the region, and it was expected that they would be shared among them. She expressed appreciation to the Government of Italy for its financial contribution of $5 million for child protection activities in the region, adding that some of it would go to the Lao People's Democratic Republic.

273. Several delegations expressed support for the UNICEF *assessment of the juvenile justice system in Papua New Guinea*. Another speaker commented, however, that although there were many crimes committed by youth, there were no established rehabilitation facilities, and coordination among related organizations was inadequate. Therefore, he said, it was relevant and of high priority to improve the situation through the use of, among other things, community-based alternatives to detention, and this was supported by another delegation. In order to accomplish this, the speaker said that there was a need to secure the support of the Ministry of National Planning and other organizations, as well as to encourage the participation of NGOs in monitoring the situation and training the youth target audience. He asked UNICEF to cooperate with public and private organizations. His Government was working in the country to approach juvenile justice issues in complementary ways. In response, the Regional Director indicated that much work was needed to increase awareness and work with the judicial system on juvenile justice. She added that there was some initial confusion about the roles and responsibilities in Government. However, it was encouraging to note that the Government had passed a comprehensive reform on juvenile justice and that UNICEF would provide support.

274. On the *impact assessment report of the social development programme for poor areas in China*, a delegation described sustainability as one of the major concerns. In that regard, the speaker supported the continuation and extension of the programme for three more years, with a signed memorandum with local country governments and an allocation of funds for the training of women in management, planning, monitoring and technical skills. However, it was recognized that the project sites were located in the poorest areas where conditions were not favourable, and this made sustainability fragile. The Regional Director indicated that the programme was important and had improved the welfare of children and mothers considerably. It was unique in that it combined capacity-building on knowledge of care practices and micro-credit for income generation; that the impact evaluation showed good results on the knowledge part of it; and that sustainability was an important concern, especially for the microcredit component. This would be reviewed at the MTR next year.

275. Addressing the *evaluation in Myanmar*, one delegation said that it had yielded valuable lessons on how to operate in a country where there were political restrictions. Evaluations were especially important to avoid the possibility of misuse of programme assistance by authorities in certain areas, especially materials such as medications. He asked whether activities had been coordinated with the democratic opposition. On the issue of monitoring of UNICEF assistance in remote areas, the Regional Director said that this had been considered carefully over many years and that UNICEF had instituted innovative ways of monitoring assistance, for example, with field-based staff. Donor embassies were also invited to observe for themselves, as UNICEF had access to remote areas. She mentioned that coordination with the National League for Democracy was not easy, but that there were contacts even in the past. She informed that Daw Aung San Suu Kyi, after her release, had visited the UNICEF office to discuss the programmes in detail, and that she had also visited field projects.

276. Several delegations commented favourably on the *evaluation of the Pacific islands country programme*. One speaker considered the approach as consultative and professional, involving the participation of all relevant parties. Another speaker expressed the hope that the evaluation would provide a rational and solid basis for the future programme. He supported in

particular working with the subregional organizations to promote programme effectiveness. He expressed concern, however, on the cost implications of strengthening the staffing on high priority programmes. Another delegation believed that the review had been a valuable process that would generate significant findings not only for the Pacific islands programme, but for UNICEF programming work as a whole. One delegation added that in spite of the weaknesses revealed by the evaluation, such as programme delivery and sustainability, she was optimistic that the recommendations would enhance programme design. She also expressed concern regarding resource mobilization. Given that this was a fast-track evaluation in which only two countries were covered in depth, she hoped that there would be an opportunity for more in-country evaluations in the future.

277. On the Pacific island countries, the Regional Director expressed appreciation to the Government of Australia for its proposal for the evaluation. With regard to the cost-effectiveness issue on additional staffing for the programme, she assured Board members that these cost implications had been considered seriously during the recent programme budget review in preparation for the forthcoming country programme and deemed worthwhile.

278. A speaker questioned UNICEF involvement in the issue of domestic labour, considering that only 6 out of 305 interviewees in the referenced study in *Thailand* were children. It was recommended that this issue should fall within the purview of the International Labour Organization. The Regional Director explained that the study on child labour was part of a global study commissioned by the Innocenti Research Centre in Florence. The study he was referring to was on children who worked in home-based industries. She said that the concerns were whether work was regulated or monitored, whether children went to school and whether conditions were safe. For that purpose, three countries in the region were selected - Indonesia, the Philippines and Thailand. Although the number of children interviewed was small, these were children in their environment and, therefore, families were also interviewed. Although the study was still incomplete, it would show a better analysis when completed in September.

279. Similarly, commenting on a study of social sector expenses prior to 1997 undertaken by UNICEF, the speaker suggested that this concern should be the responsibility of financial institutions or the Economic and Social Commission for Asia and the Pacific.

280. One delegation suggested a more coherent approach and overview of lessons learned in all countries in region. He said that research studies as well as programme evaluations could also be shared with the Board, and gave as examples the studies in the Lao People's Democratic Republic and Cambodia which resulted in very clear strategies on dealing with child exploitation and trafficking. In response, the Regional Director explained that there had been many different studies covered in the report without a logical approach as to why these studies were selected. However, she explained that in the case of child protection, the few small studies undertaken were chosen because this was a regional priority and regional exchange was very important. The example of Cambodia was a good one, she said, and among the Mekong countries, learning from each other was very important.

South Asia

281. The Deputy Regional Director for South Asia introduced the report on the MTRs conducted in Afghanistan and Pakistan and two major evaluations: (a) the Dinajpur Safe Motherhood Initiative for reducing maternal mortality in Bangladesh; and (b) the Government of Pakistan/UNICEF advocacy and social mobilization strategy (E/ICEF/2002/P/L.21). He reported that much had been achieved during the first part of the current programme in Afghanistan, especially in immunization, and water and sanitation. Most importantly, in spite of the constraints imposed by the Taliban regime in providing access to education, particularly for girls, UNICEF-supported community- and home-based schools for boys and girls proved to be an effective strategy. With regard to the Pakistan MTR, he said that it had allowed for active and extensive participation at all levels, including the participation of children. This approach had resulted in a high level of ownership of the process and the lessons learned. The Dinajpur Safe Motherhood Initiative in Bangladesh had succeeded in dramatically increasing the percentage of women with obstetric complications using emergency obstetric care facilities. Cutting across all sectors, the evaluation of the advocacy and social mobilization strategy in Pakistan found that in the cases where a rights-based approach to advocacy was used, there were strong positive outcomes, and effectiveness

increased when the beneficiaries participated in the process.

282. On the *Afghanistan MTR*, one delegation encouraged UNICEF to commit to closer coordination with OCHA. In response, the Executive Director pointed out that OCHA had now been amalgamated with the United Nations Mission in Afghanistan into a new structure with which UNICEF was now working. Another speaker raised the issue of the Afghan administration losing staff to the United Nations as a result of the salary scale. With respect to salary matters, the Executive Director urged donors to provide funding for recurring costs to allow the Interim Administration to function smoothly. The same speaker also observed that children with disabilities needed to figure more prominently in the country programme recommendation.

283. A delegation praised UNICEF for its good work in the education sector during the Taliban regime through the home-based schools for boys and girls and asked to be informed about UNICEF experience to date as the Programme Secretariat for Education. One delegation commended the successful Back-to-School campaign and sought clarification on the UNICEF strategy to ensure a continued and sustained education programme once the campaign had ended. The Executive Director remarked that the Afghanistan programme had been successful in some ways. For the Back-to-School campaign, the Afghanistan administration had taken the lead, and with UNICEF, could celebrate a major victory. However, there were also some significant challenges, such as weak capacity of counterparts in the area of education and logistical difficulties, including terrain and winter conditions in particular. In this connection, UNICEF was already making back-up plans for next year in case of increased tensions, which would make the education initiative more difficult to implement. The Acting Regional Director added that the Back-to-School campaign had been the largest of its kind in the world. There was, however, much more to be done, including teacher training and certification, developing systems aimed at strengthening the capacity of the Ministry of Education, setting up programmes for accelerated learning for overage children and strengthening community participation. Next year, some 4 million children were expected to be attending school, and more resources were needed to accommodate them.

284. Still on the Afghanistan MTR, one speaker noted that UNICEF should work closely with UNHCR to address the problems of returnees and IDPs, and provide them with the services that they might need. The Executive Director said that UNICEF was preparing to work with more returnees, in collaboration with UNHCR, by pre-positioning school supplies and material, especially in the cities where more children and their families were expected to arrive.

285. The same speaker also stressed the need for increased coordination between emergency and development activities. Another delegation advised UNICEF to build on achievements going from emergency to the development approach and queried the interaction between the country programme and CAP. On moving from emergency to development, the Executive Director observed that the development anchor of emergency was that activities were undertaken in conjunction with the Afghan administration. In this connection, some of the staff were posted in the substantive ministries, also with the aim of ensuring sustainability. The Acting Regional Director added that the new Afghanistan country programme would ensure harmonization with all the existing donor appeals, including CAP. Finally, one donor delegation praised the work of UNICEF in Afghanistan and pointed to a sizeable contribution from its National Committee, demonstrating widespread people-to-people support for Afghanistan.

286. On the issue of support to child protection in Afghanistan, the Acting Regional Director explained that UNICEF was involved in the review of the juvenile justice system in the country and had conducted studies on children deprived of liberties and child soldiers. Using community-based strategies and working with partners, UNICEF was dealing with war-affected youth and was also involved in mine awareness and psychosocial support. Moreover, UNICEF supported the training of counterparts in child rights issues.

287. On the *Pakistan MTR*, one delegation sought clarification on how UNICEF planned to address the problem of mitigated results of salt iodization and how to get promotional mileage from collaboration with the private sector. Another delegation stated that access to good quality education was critical for Pakistan's development. While the progress made in girl's education was commendable, it was felt that emphasis should also be on providing boys with good secular

education. The delegation encouraged UNICEF to formulate a comprehensive strategy to address basic education in the country.

288. The Acting Regional Director acknowledged that despite a successful communication campaign, the consumption of iodized salt had not increased owing to both the unavailability and high cost of salt. As a result, UNICEF and the Government would be working more closely with salt producers and other partners. On education in Pakistan, lessons learned in community organization would be applied, together with improved quality of education, to boost the enrolment of both boys and girls. He also observed that immunization and vitamin A programmes required an effective communication strategy and more effective utilization of the female health workers in particular.

289. On the MTRs in both Afghanistan and Pakistan, one delegation commended UNICEF for its efforts to address cross-cutting issues in the region such as the gender gap, the low level of girls' education and maternal mortality, and for strategically mobilizing resources and partnerships. Moreover, it was felt that UNICEF efforts to involve the private sector and to empower communities would multiply the effects of these activities. In addition to expanding social services, such partnerships strengthened the capacity of the local civil society. On immunization and vitamin A, the same delegation observed that despite the extensive polio campaign in 2001, both countries lagged behind in routine immunization. The speaker asked for details on how UNICEF planned to address the post-campaign strategy for vitamin A and increase and sustain routine immunization coverage in Afghanistan from its current 40 per cent.

290. On sustainable immunization efforts, particularly for measles, the Executive Director noted that whereas vaccination against polio was done through campaigns and by minimally trained personnel, measles was under routine immunization that required the training of vaccinators. In that connection, UNICEF started training female Afghans who used to be social workers to administer measles vaccine to build national capacity. In addition, in order to increase immunization coverage, UNICEF was targeting children up to the age of 12 years and trying to reach the most remote areas. In terms of vitamin A in the context of post-polio eradication, UNICEF and WHO would explore strategies for vitamin A distribution such as in the context of bi-annual health days.

291. Finally, one delegation commended UNICEF work in addressing the *Safe Mother Initiative in both Afghanistan and Bangladesh*. So far, the in Afghanistan had focused on facility-based emergency obstetric care. Since most of the deliveries took place in the home, it was important to develop community-based strategies that linked women, families and communities. The same delegation praised the Initiative in Bangladesh and encouraged that lessons learned be shared extensively to serve as a model for replication.

292. Finally, the Executive Director took this opportunity to inform the members of the Executive Board that Dr. Sadig Rasheed, Director of the Programme Division at headquarters, would take up his new post of Regional Director for South Asia shortly. She also thanked the Deputy Regional Director, Dr. Waheed Hassan, for his excellent work as Acting Regional Director.

Middle East and North Africa

293. The Executive Board had before it the summary of MTRs and major evaluations of country programmes for the Middle East and North Africa region (E/ICEF/2002/P/L.22), which was introduced by the Regional Director. He called attention to the impact on children of current armed conflicts in Algeria, Sudan, and more acutely in the occupied Palestinian territory. Concerning the studies and evaluations conducted in the region over the previous year, he stressed the need to improve their quality and strategic value to ensure their short- and long-term relevance and to inform the organization of its strengths as well as weaknesses. The report mentioned a select few of the 137 studies undertaken the previous year, two of which were conducted in the occupied Palestinian territory, on psychosocial interventions and vulnerability assessment. Other studies focused on youth knowledge and awareness of HIV/AIDS in Djibouti and among Palestinian youth in the Syrian Arab Republic; the second phase of the community education project in Egypt; and a baseline survey in Yemen, where UNICEF was collaborating with the World Bank and the Government on the development of services for children.

294. On the *Djibouti MTR*, in response to a question about the adequacy of UNDAF to address the country's low social indicators, the Regional Director said that despite some improvement, the situation in the country was indeed discouraging, especially because of the

HIV/AIDS epidemic. The UNDAF had been completed despite the absence of a Resident Coordinator, and the UNICEF Representative had been acting Resident Representative for a period of time.

295. A speaker expressed concern about the *study on youth awareness of HIV/AIDS in the Syrian Arab Republic* and recommended urgent action in terms of information and prevention. It was felt that the scope of the study should be extended to the wider population in the country. The Regional Director agreed with the need for targeted programming, both in and out of schools. He said that the Government had acknowledged the threat of HIV/AIDS to the medical establishment and was committed to expanding its information and awareness programmes.

296. Another speaker expressed satisfaction with the thorough *evaluation of the community education project in Egypt* and stressed the need to transfer ownership of the project to the Government to ensure sustainability. The Regional Director said that the issue of sustainability had been addressed as the Government had recognized the teachers as government employees, and ministry groups regularly visited the project for teacher training. A delegation commended UNICEF for the encouraging positive impact on girls' education in Egypt and recommended follow-up dialogue on policy. The speaker requested information about the project's link to the education projects of the United States Agency for International Development (USAID) in Egypt. Another speaker said that his country, which supported the initiative, would send a mission to Egypt soon and hoped that discussions could be held with UNICEF at that time. The Regional Director said that UNICEF would welcome the mission and was ready to collaborate on mainstreaming the lessons learned into the general education system.

297. Referring to the *evaluation of psychosocial interventions in the occupied Palestinian territory*, a delegation expressed satisfaction with UNICEF activities there, especially with regard to the humanitarian response. The speaker also asked about the delay in releasing the Hebron report. The Regional Director said that the Hebron project in the occupied Palestinian territory was very important because it reflected a mechanism through which parents and teachers could collaborate to ensure the continuation of education. He took responsibility for the delay in releasing the study as he wanted to ensure that there would be no political bias. He acknowledged that UNICEF expected increased psychosocial interventions within schools and saw the need for clear guidelines and quality assurance.

298. Another delegation commended UNICEF for its partnership with the Palestinian Red Crescent Society, and recommended that UNICEF be more active in monitoring child rights in the occupied Palestinian territory and adopt a more long-term approach to psychosocial activities. The Regional Director paid tribute to the young volunteers of the Palestinian Red Crescent Society and stressed the importance of gathering experience of NGOs and partners to reassess their responses. Asked about appropriate delivery of child services in a context of restricted access, he said that the issue of access had become critical to United Nations agencies and NGOs as the Palestinians' movements were restricted even if they were United Nations or government staff. UNICEF was assisting in the delivery of vaccines, but the current situation could not continue for long. He said that UNICEF had received a request from the Secretary-General's office to provide input to the Jenin report on the areas of its expertise. In Jenin, UNICEF had provided assistance for psychosocial initiatives and awareness of unexploded ordinance and had also seconded a water and sanitation expert to the United Nations Relief and Works Agency for Palestine Refugees in the Near East to assist in re-establishing water systems.

299. Asked about the UNICEF fund-raising strategy for its programme of cooperation in Iraq, the Regional Director said that the lack of a cash component for the south and centre of Iraq within the Oil-for-Food Programme made the need for other resources even more crucial. UNICEF encouraged donor contributions to support such individual development projects as the refurbishment of schools.

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

300. Since there were no MTRs conducted in the 27 countries of the Central and Eastern Europe, CIS and Baltic States region in 2001, the Regional Director introduced the main conclusions of selected major evaluations organized in some of the countries. The six evaluations summarized in the report (E/ICEF/2002/P/L.23) were a sampling of the large number of surveys, studies, assessments and evaluations that were conducted in 2001. A number of

evaluations were able to quantify and measure the costs and benefits of the interventions.

301. As noted in the report, the *evaluation of the primary health care (PHC) reform project in the Republic of Moldova* demonstrated the possibilities for improving the provision of PHC at relatively low cost, thus ensuring access to basic services to the most vulnerable. It was also able to determine the impact in terms of improved health status of the pilot intervention by showing a decrease in the number of cases of particular illnesses, and/or a rise in the number of visits to services. One delegation commented on how the evaluation could be used to inform policy discussions and how its findings were being used as a tool to potentially influence national health reform and as a model for replication by the Government in other provinces.

302. The *evaluation of the Baby-Friendly Hospital Initiative (BFHI) in The former Yugoslav Republic of Macedonia* demonstrated how the project had contributed to the establishment of a high standard of care covering 90 per cent of the births in the country. One delegation enquired about the lessons learned in the BFHI project that could benefit other countries in the region.

303. The evaluation of the mine awareness education programme in the Federal Republic of Yugoslavia United Nations Administered Province of Kosovo highlighted not only the improved capacity of young beneficiaries to better care for themselves in a dangerous environment, but also the effectiveness of using child-to-child methodologies. One crucial finding was the lack of participation of young people in the design of the project. One speaker felt that this was a good example of how evaluation findings should be used to improve the country programme. Another delegation wanted a better idea of UNICEF funding and donor coordination strategies for Kosovo. The same speaker also commented on the importance of ensuring a smooth transition between UNICEF emergency and development programmes. The Regional Director responded that UNICEF had a serious problem funding programmes in Kosovo, but that it was doing its best to address the matter. Under the guidance of the Special Representative for the Balkans, UNICEF was putting together a strategic plan for fund-raising, which would be discussed with some major donors in the United States and with the European Union. With the provisional government in place, there was much greater emphasis on UNICEF work in capacity-building within the Government so that it could assume responsibility for managing these social services, and financing was still required.

304. The impact of war and trauma on the well-being of young people had been an area of growing concern in the region in the last decade. The *evaluation of psychosocial projects in primary and secondary schools in Bosnia and Herzegovina from 1992-1998*, which covered psychosocial interventions in the aftermath of both war and natural disaster, highlighted the need to take a longer-term view when measuring impact. One delegation commented how the study covered a relatively short period of time and did not reflect programme impact and the linkages with similar programmes of other partners, such as UNFPA peer education activities. While commending UNICEF for the projects, the delegation mentioned that the trafficking of children was also an important issue because of the geographical location of Bosnia and Herzegovina in Europe. The Regional Director replied that UNICEF was becoming more involved in the important issue of child trafficking, particularly in terms of follow-up to the Yokohama conference.

305. Other issues raised by delegations included requests for more information on how UNICEF disseminated lessons learned from their evaluation; and the lack of reports on UNICEF work in micronutrients in the region, especially in view of the fact that iron, iodine and folic acid deficiencies were major public health concerns and could easily be prevented through food fortification. Speakers hoped that the data collected and analysed from the rapid assessments in five countries would be shared with other partners. One speaker requested UNICEF support in the fight against HIV/AIDS and the prevention of drug use among youth.

306. The Regional Director pointed out that the region had a 26 per cent access to iodized salt and one of the worst levels of anaemia in the world, and this problem had become a major priority for most of the countries. UNICEF was in the process of carrying out a major study in this area with the Government of Turkey. UNICEF had also conducted rapid assessments in a number of countries. The Regional Director would report to the Executive Board on this in 2003. UNICEF was also working closely with the Asian Development Bank on a project on flour fortification in Central Asia. The potential impact of HIV/AIDS was

one of the regional priorities that UNICEF wanted to emphasize. All UNICEF country offices in the region were working on developing a strategic approach to young people's health and development.

Regional Office for Europe

307. The Regional Director for Europe spoke about the work of the Geneva Regional Office in the past year. He said that the Office had worked closely with the 37 National Committees for UNICEF to prepare for the Special Session on Children, and the outcome document, "A World Fit for Children", had implications for UNICEF work in industrialized countries. Through the Global Movement for Children and the "Say Yes for Children" campaign, the Committees had strengthened their national partnerships with Governments, religious leaders, the private sector, NGOs, paediatricians, mayors, ombudspersons and, above all, children and young people.

308. He cited a number of events that had been the focus of the National Committees' lead-up to the Special Session. They included: (a) the intergovernmental Conference on Children in Europe and Central Asia, held in Berlin in May 2001; (b) the Second World Congress against Commercial Sexual Exploitation of Children, held in Yokohama in December and proceeded by a regional preparatory meeting in Budapest; and (c) the "Young Voices" opinion survey of children and young people in 35 countries in Europe and Central Asia, which was subsequently discussed by the Council of Europe at a seminar. UNICEF was pursuing the seminar's recommendation that the Council establish a European network of researchers on childhood and children's rights.

309. UNICEF was very pleased by the active leadership role on behalf of children taken by France, Sweden and Belgium during their presidencies of the European Union and currently by Spain, he said. Through its Brussels office, UNICEF would continue to work with future presidencies to maintain a strong focus on children. UNICEF also supported the ongoing meetings of the members' ministers for family and children's affairs, especially the development of systems to monitor and report on the situation of children in the European Union. In addition, UNICEF was also seeking to strengthen partnerships with civil society in Europe and was supporting NGOs in the creation of a Western European NGO Forum on Children, one of nine regional forums being established around the world as part of the Global Movement for Children.

310. The Chairperson of the Standing Group of National Committees for UNICEF said that the Special Session on Children gave the Committees a strong basis on which to develop their communication and fund-raising programmes. He congratulated the Executive Director and UNICEF for the success of the Special Session, in which many of the National Committees had participated. The Committees were already taking initiatives to follow up the Special Session, by both working with young people themselves and mobilizing resources to ensure a world fit for children.

D. Report on the evaluation function in the context of the medium-term strategic plan

311. In introducing this agenda item, the Deputy Executive Director, Operations, announced that evaluation reports would be posted on the UNICEF web site, making them accessible to anyone who had interest in reviewing them. The Director of the Evaluation Office introduced the report on the evaluation function in the context of the MTSP (E/ICEF/2002/10). He situated the role of evaluation among the instruments of oversight and as a tool that supports programme excellence, adding that it focused on results, promoted learning, empowered stakeholders and increased accountability. He also reported on recent measures taken by UNICEF to enhance the use of evaluation.

312. The Director of the Evaluation Office explained that in UNICEF, the evaluation function operated at four management levels: (a) project/activity, for which country offices were accountable; (b) country programme, for which regional offices exercised oversight and evaluated programmes; (c) organizational performance, for which headquarters was responsible for strategic objectives and results; and (d) policy-making, for which the Executive Board was responsible. He described the approach that the Evaluation Office would follow to achieve the objectives set in the report, and presented the proposed

four-year evaluation plan covering the main parameters of the MTSP.

313. Delegations found the report and the presentation clear, informative and comprehensive, reflecting a strong commitment of UNICEF to achieving results. They noted that this was the first time that a broad strategic plan for the evaluation of the MTSP had been proposed to the Executive Board and they welcomed this initiative. All speakers fully supported the proposal to place more emphasis on assessing results, impact and effects of programmes as well as the impact of global policies. They believed that this more strategic approach would significantly enhance planning for and reporting on results at all levels of management. The alignment of work in evaluation along priorities of the MTSP, the independence of the Evaluation Office and the creation of the Evaluation Committee were all viewed as excellent steps forward. In particular, delegations were pleased to note that the coherent picture of the UNICEF evaluation system reflected the prevailing trend and development in other organizations. Some delegations stressed the importance of evaluation in providing the much needed input to build capacity for future actions. Many speakers were pleased with the decentralized approach. One speaker suggested that discussions on evaluations and recommendations of strategic value as well as the UNICEF response to them become a regular feature in the programme of work of the Executive Board.

314. The decision taken by UNICEF to publish evaluation reports on the Internet was welcomed as a valuable service to Member States, field offices and NGOs working in countries. Some delegations saw this as a very important step for an organization that has adopted rights-based programming and encouraged the secretariat to explore other channels to disseminate evaluation findings in order to promote greater credibility.

315. Referring to the 11,000 records already contained in the previous evaluation database, delegations were concerned about how to ensure an optimal use of the wealth of information available. The Director said that the 11,000 entries represented a variety of products. Some were surveys, while others were reviews of uneven quality. Still, there were tremendous learning opportunities, and the Evaluation Office would work with other units of UNICEF to distil lessons.

316. Some speakers wanted to know more about the differences between the new evaluation function and the previous one and how the new arrangements would contribute to ensuring the quality of evaluations and programmes. They were particularly interested in knowing how capacities would be strengthened at regional and country levels to achieve the objectives set out in the report and, specifically, what tools UNICEF would use to ascertain quality at the country level. The Director responded that the previous evaluation system was de facto a project-level evaluation system. The new evaluation system aimed at making the country programme the unit of evaluation and the MTSP as a reference for the organization's institutional performance assessment. By aligning the Evaluation Office directly to the office of the Deputy Executive Director, Programme and Strategic Planning, the secretariat had made the clear choice of using the evaluation function more strategically to allocate discreet resources to evaluation, to link headquarters evaluation activities to the MTSP and to focus on results above the project level. With regard to the quality and content of country programmes, disparities observed were due mainly to the uneven quality of planning and the weak evaluation capacity at the country level. In order to address those shortcomings, headquarters was supporting the field with various capacity-building tools and processes in planning and monitoring and evaluation. Significant progress should be made within the next two years. He said that the Evaluation Office used three types of tools to improve the quality of project evaluations: operational guides; training tools; and periodic meta-evaluations of the quality of evaluations. The Office planned to use its new Intranet web site and database to support evaluation practices and monitor quality.

317. Some delegations thought that the report did not provide an adequate explanation of how the MTSP informed the country programmes and how it would guide the evaluation function at the country level. Specifically, they requested clarification on the relation of the evaluation function at the country level to the MTSP in the context of decentralized programming and work within the larger United Nations framework. As explained by the Director, the centrality of country programmes was the starting point of programming. Country programmes were based on situation analyses agreed with national partners and informed by the MTSP organizational priorities at the moment of selecting programme activities. The MTSP priorities,

he added, were pursued according to their relevance to national needs. The country notes set the basis for country programme evaluation. The statement of expected results defining the country programme were the parameters used to measure the extent to which the objectives were achieved. Country programme performance would be assessed from the perspective of both the contribution of UNICEF and partnerships through joint evaluations.

318. A number of speakers asked how UNICEF would measure the impact of implementation of the MTSP worldwide over the full 2002-2005 period. What was needed, they said, was a framework of clear, transparent, global accepted criteria to evaluate all country programmes. A quantitative baseline, such as provided by the multiple indicator cluster survey, was essential for global, longitudinal measurement of results. The main drivers at the strategic level were the Millennium Development Goals, 8 out of 10 of which reflected the UNICEF mandate. Therefore, other agencies were looking at UNICEF to make a major contribution in tracking the results required on the Millennium Development Goals.

319. Noting that key strategic indicators, such as those for ECD and child protection, had not been developed, one speaker informed the Board that his Government would be pleased to work more closely with UNICEF on this process. The secretariat welcomed the offer.

320. There was an active exchange on the issue of the independence and impartiality of evaluations and the use of external evaluators. Many speakers were of the view that to fully achieve the goals set out in the report, evaluations should be conducted in an independent manner, preferably by external evaluators. The Director of the Evaluation Office said that UNICEF was committed to transparency, impartiality, credibility and relevance of evaluations, adding that the use of external evaluators might not be the only and necessarily most effective way to achieve these objectives. He explained that the most important factor was the impartial consideration by evaluators of the views of all concerned, including children. The use of external evaluators, he continued, did not always guarantee the relevance and quality of evaluations. They also needed to be objective and have a good understanding of the organization. Furthermore, the high costs associated with using external evaluators mitigated against their use on a systematic basis.

321. One delegation believed that summative evaluations would enhance the organization's credibility. In explaining the two prevailing schools of thinking in evaluation, the Director said that the summative school focused on accountability, while the formative school centred on learning. The formative approach was better suited to UNICEF because of the highly decentralized nature of its operations and because the approach offered greater propensity for sustainable improvement. He added that UNICEF conducted summative evaluations in the context of joint evaluations. At the operational level, preference for formative evaluation was a trend within the United Nations and among most development partners. In results-based organizations, emphasis was on delegation, making managers more directly accountable. In such a context, the managerial approach encouraged learning by doing, thus making evaluation processes more participatory and broad-based and driven by the need for improved learning and programming approaches to achieve results.

322. In response to a query about the role of the Evaluation Office in the conduct of evaluations, the Director reiterated the decentralized nature of the evaluation function within UNICEF, with the Evaluation Office performing strategic evaluations in support of the MTSP. He remarked that consultants, who were managed by officers of the Evaluation Office, were hired for their expertise to provide support in the conduct of evaluations.

323. Concerning the nature and functioning of the Evaluation Committee, the secretariat replied that the Committee was an internal senior-level committee. It was responsible for acting on the findings of evaluations and deciding on their acceptance and the implementation of recommendations. Decisions taken by the Committee had an organization-wide impact. The Committee ensured follow-up and implementation of recommendations that were adopted.

324. The Director agreed with comments made by delegations that evaluations should be tailored to countries' needs and take into account country-specific characteristics. He reiterated that, in development cooperation, evaluation belonged to the demand side, not to the supply side. Evaluations began with a country's perspective and followed a participatory approach.

325. Another issue of concern to the Executive Board was how UNICEF coordinated and cooperated with other partners, particularly with its United Nations Development Group (UNDG) partners. Several speakers commented that the report was somewhat weak on those aspects. Many of them recommended that, where possible and appropriate, evaluations should be conducted jointly. In this connection, questions were also raised about the role of UNICEF in the areas of harmonization of evaluation standards, strengthening of the United Nations framework and the conduct of joint evaluations. The secretariat replied that UNICEF was very involved in inter-agency efforts to harmonize evaluation standards and methodologies, particularly in UNDG harmonization and simplification processes. Within the United Nations Inter-Agency Working Group on evaluation, UNICEF provided the chairmanship for the thematic group on evaluation norms and procedures.

326. Some delegations were of the opinion that to make optimum use of evaluations, they should be planned in such a way that they also benefited the work of the Executive Board. They asked about the criteria that UNICEF applied in selecting evaluation topics and whether the work of the Board was taken into account in this process. They wondered why the four-year evaluation plan did not include evaluations on the important subjects of the rights-based approach and lessons learned on capacity-building as strategy. The Director of the Evaluation Office responded that the consideration of MTRs and major evaluations at the annual Board sessions was an existing mechanism to discuss the results of evaluations. Furthermore, evaluations at strategic and policy levels were reported through part II of the Executive Director's annual report. In addition, the secretariat could bring (formally or informally) to the attention of the Executive Board evaluations that were relevant to its work. The secretariat recognized the appropriateness of further harmonizing the evaluation plan with the work of the Executive Board. Scheduling evaluations to accommodate short-term demands within the work plan of the Evaluation Office could be a constraint. A multi-year work plan for the Executive Board rather than the present annual option would provide sufficient time to plan and conduct evaluations, informing the work of the Executive Board. Regarding the two suggested evaluation topics, the Director found the topics very relevant and would be willing to undertake them if additional resources were available within the current biennium.

327. A number of delegations were concerned that the current plan was adding new evaluative activities on an already overloaded country-level evaluation agenda, referring to activities such as annual reporting, MTRs and others. Other speakers were concerned about currently limited evaluation resources and asked the secretariat to ensure that sufficient quantity and quality of human resources were made available to deliver the evaluation plan. The Director agreed that there were limited human and financial resources, and he hoped that additional resources would be mobilized for the next biennium. He reassured delegations that the Integrated Monitoring and Evaluation Planning process was helping countries reduce their evaluation workload while improving the relevance and quality of planned evaluations. (See annex II, decision 2002/9, for the text of the decision adopted by the Executive Board.)

E. Field visits of Executive Board members

328. The Executive Board had before it the reports on the field visits to Brazil (E/ICEF/2002/CRP.7) and Viet Nam (E/ICEF/2002/CRP.8) undertaken by members of the Executive Board in April 2001.

329. Introducing the report on the visit to *Brazil*, the Minister for Social Development of Trinidad and Tobago remarked positively about the commitment of UNICEF staff in the country. She said that UNICEF had an extremely high public profile in the country and, in a recent opinion poll, had been second only to the church in terms of recognition. One reason for the success of UNICEF was the ownership of the programme process by counterparts in municipalities and ministries. The team had observed, however, that UNICEF needed to strengthen its activities in marginal and needy areas, especially among the Afro-Brazilian population. She said that the UNICEF programme in Brazil was somewhat atypical, as UNICEF was responsible for locally raised funds. She said it was unfortunate that no representative of the Western European and Others group of States had been able to take part in the visit, as they had visited many vital projects and found the experience to be worthwhile.

330. The President of the Executive Board introduced the report on the visit to *Viet Nam*, which had also

included a joint segment with members of the UNDP/UNFPA Executive Board. Speaking first on the visit to UNICEF projects, he said that the team had made a series of observations:

(a) Although the country programme had been approved before the adoption of the MTSP, there was a high degree of convergence between them. HIV/AIDS was a particular concern, both for the Government and for donors;

(b) Viet Nam was a good case for reporting on results, although a lack of reliable data was a challenge and an area where UNICEF could make a strong contribution;

(c) The Government had expressed a strong desire for partnership and harmonization of donor procedures;

(d) It was a "paradox of success" that Viet Nam had made great strides in reducing mortality and improving other indicators, but as a result would potentially receive less regular resources from UNICEF. At the same time, there were increased opportunities for working with the private sector, for more foreign direct investment, and for promoting corporate social responsibility and other types of partnerships.

331. Several other issues were raised during the visits to specific projects: (a) the issue of water and sanitation had been raised by UNICEF staff, who had said that donors were not interested in this sector, which was not particularly highlighted in the MTSP; (b) intersectoral cooperation was needed at the level of project implementation, in addition to the policy level; (c) donor funds for disaster assistance only came after a disaster had struck, which caused some delays; (d) the Government had expressed a verbal desire to have one cooperation agreement with the United Nations; (e) although child injury was not an MTSP priority, in Viet Nam, UNICEF focused on this issue because motorcycle accidents were a major cause of child mortality. He cited an interesting project on this issue that was undertaken in cooperation with USAID.

332. Referring to the joint segment of the visit, the President said that this was the first time the UNICEF and UNDP/UNFPA Executive Boards had tried such an experiment. In addition to the members of the two Boards, other participants had included high-level government officials, including the Deputy Prime Minister and Foreign Minister, international and local NGOs, bilateral development agencies and the Bretton Woods institutions. He said that the Government was a very strong counterpart, with a high degree of ownership of its cooperation programmes. The issues arising from the joint segment were:

(a) The usefulness of the exercise for the entire United Nations country team;

(b) It helped the Vietnamese authorities to strengthen their cooperation with the United Nations system;

(c) It was useful for the Executive Boards;

(d) It demonstrated the strengths of the United Nations system, particularly the high level of acceptance by the Government, a national poverty reduction strategy and the institutional memory of the United Nations in the country;

(e) The role of the United Nations, specifically its strong analytical capacities, which allowed it to create independent information systems, its leading role in terms of coordination and its serving as a catalyst for activities by local NGOs.

333. He cited a number of challenges highlighted by the joint segment. These included the issue of coordination, not only by the United Nations, but also by the Government; the appropriate distribution of labour; and such procedures as procurement, where UNICEF had higher standards of accountability than other agencies. The lessons learned from the experience were that: (a) government ownership and political commitment made a big difference; (b) the local context was extremely important; (c) patience was required, as results did not always happen quickly; (d) trust funds were extremely useful; and (e) money was not necessarily what matters most, especially in terms of strengthening government capacities.

334. A number of delegates who had taken part in the visit to Viet Nam agreed that the trip had been very successful. One speaker stressed that the success of a country programme depended on the leading role of the recipient Government in determining priorities, adding that Viet Nam's model of national ownership could be an example for other countries. Another speaker said that one of the difficulties in making such a visit was that the visitors were "innocents" in a new and complex country, and it was sometimes difficult to make judgements about the programmes. However, he

did have some questions about the projects visited and the general strategy of the UNICEF country programme and their impact in terms of capacity-building. It seemed to him that the operational approach of UNICEF in Viet Nam was more project-oriented than programmatic. A speaker said that she would have liked more information on the overall strategy of UNICEF in the country, although her follow-up questions could be answered at headquarters.

335. The representative of Viet Nam said that his Government attached great importance to the visit, which it had found very useful. He expressed appreciation to UNICEF for its visible contribution to socio-economic development in the country. However, it was still a low-income country, dealing with the consequences of war, economic transition and the effects of globalization. The country had strengthened its legal system to implement the Convention on the Rights of the Child and adopted a national programme of action for children for the next 10 years. However, it was facing challenges in terms of resources. His Government encouraged UNICEF to promote national ownership of its programmes, to streamline further its procedures and to have a clear-cut definition of responsibilities for the formulation, implementation, management and operation of projects.

336. Commenting on the joint segment of the field visit, several participants said that it had been useful and raised a number of questions about the terms of reference for future field visits, including strengthening the joint segments, possible joint follow-up measures and greater involvement of the Board in selecting the countries to be visited. Several speakers said that, in future, team members should receive more detailed information in advance of the trip so that lengthy introductory presentations could be avoided. One delegation suggested that the country teams do less preparatory work for the field visits and instead have the Board members visit ongoing projects and attend regular meetings of the country team, with follow-up meetings as necessary.

337. One delegation stressed that there had not in fact been a joint segment of the field visit, but instead the coincidence of separate field visits by the two Executive Boards. He said that these issues must be moved from the Bureau to the broader Executive Board, which would have to take any decisions on future field visits.

338. The President suggested that the secretariat and Bureau organize further consultations on the terms of reference for future field visits, with the intention of presenting a proposal to the Executive Board at its second regular session in September 2002. (See annex II, decision 2002/7, for the text of the decision adopted by the Executive Board.)

F. Other matters

Address by the Chairperson of the Global Staff Association

339. The Chairperson of the Global Staff Association (GSA) said that staff in 138 countries and 244 locations upheld the highest standards of integrity and remained committed to the guiding principles of UNICEF. The organization's accomplishments, especially the Special Session on Children, were well recognized, and staff had a right to feel proud. She thanked the Executive Director for her strong leadership and commitment to children.

340. One of the defining characteristics of UNICEF was that major policy and programme issues were developed on the basis of consultations between management and staff representatives, she said. The GSA Executive Committee was an important instrument of consultation and consensus-building in the development of UNICEF policy. At its recent Annual General Meeting, the GSA had identified a number of issues that were of concern to staff:

(a) *Safety and security of all staff*. This was the number one issue for everyone. While much had been achieved, more could and must be done. All staff must be kept up-to-date on the security and emergency preparedness plans and had received copies of the safety and security booklet. The GSA welcomed new initiatives to develop training and a system of rewards and sanctions so that managers would acquire a greater sense of ownership of security issues. More could be done to address some of the issues of low staff morale arising around the different procedures for national and international staff in cases of evacuation;

(b) *HIV/AIDS in the workplace*. Staff were encouraged by the recent proposal to recruit a human resources officer to address HIV/AIDS in the workplace and to focus on the well-being of UNICEF staff members in the face of the increased presence of HIV and AIDS. The GSA would welcome the opportunity to liaise with the human resources officer to create a partnership for fostering efforts that address staff welfare;

(c) *Staff development.* New opportunities needed to be provided for staff to re-tool and adapt existing skills;

(d) *Career development.* Currently, there was no clear career development plan. It was essential for staff to have the opportunity to develop new competencies, or strengthen those they required to perform effectively;

(e) *Rotation of staff.* As part of the job conditions for international Professional staff, the organization expected that after serving for a fixed number of years in a duty station, staff should rotate to another duty station. In principle it was a sound concept, although staff did not always welcome its application, particularly because the policy for such a rotation needed to be clearly defined and promulgated. The rotation of staff within and outside the duty station raised the issue of succession planning. Career development, the rotation policy and succession planning were interlinked and should be addressed as an integrated policy;

(f) *Human resources issues.* A well-defined career development plan would address also the problem of the recruitment and placement system. With the current system, it took as long as 10 months for a post to be filled.

341. In general, staff was pleased with the recent initiatives by management to address human resources issues, she said. The GSA had a clear role to play not only in consolidating staff positions vis-à-vis the new direction of UNICEF, but also in communicating to staff the need for reform to enhance the effectiveness of the organization.

Working methods of the Executive Board

342. The representative of Switzerland, in his capacity as Vice-President for the Western European and Others group of States, said that he had written to the President of the Executive Board on behalf of the group to raise the possibility of improving the Executive Board's working methods. In his letter, which the President had shared with all members of the Board, he had raised some questions about the Board's role in the strategic governance of UNICEF. Some of the issues included how to improve the quality of documentation and how to make all of the Board's sessions as lively as the present session, with good dialogue and interaction between the secretariat and members, in both formal and informal meetings. His group hoped to begin a discussion of these issues and perhaps find ways of revising the working methods of the Board.

343. Several delegations said that they did not see any need to improve the Board's working methods, as the present session indicated that things were working very well and they already found the documents to be of high quality. It was suggested that before starting any discussion of how to make improvements, it would be useful to find the problems, if any, that were impeding the Board's work. Members of the Western European and Others group supported the proposal, saying it was always a good idea to try and improve things. One speaker said that many international development agencies were working to improve their working methods.

344. Following suggestions made by a number of speakers, the President suggested that the secretariat organize informal consultations on the issue and asked interested delegations to submit any proposals through the Bureau. Those consultations could form the basis of a report that could be presented to the Board at its second regular session of 2002.

Adoption of the decisions

345. Speaking after the adoption of the decision on the Brussels Programme of Action for the LDCs (see annex II, decision 2002/8), one delegation said that the decision should not pre-empt the Executive Board's discussion of the allocation of regular resources, to take place in 2003.

G. Closing of the session

346. The President said he was very satisfied with the work of the Executive Board during the session. The Board had made productive use of the full week and had profited from the opportunity to discuss issues at length with the secretariat and the Regional Directors. He hoped that the second regular session in September would have the same spirit.

347. A number of delegations agreed with the President's assessment of the session, saying it had been constructive and positive.

348. The Deputy Executive Director, Operations, conveyed greetings from the Executive Director, who was attending a meeting in Africa, and said they had both found the annual session to be a "fabulous meeting". The secretariat had enjoyed and appreciated the good dialogue with delegations, especially the informal discussions on a variety of topics. These informal meetings were of great value and she hoped they could continue at future sessions. If possible, the secretariat would appreciate having an indication of the subjects for the informal discussions at the time of the pre-Board meetings to allow for better preparation.

Part three
Second regular session 2002

Held at United Nations Headquarters from 16 to 19 September 2002

I. Organization of the session

A. Opening of the session

349. In his opening statement, the President of the Executive Board focused primarily on the work of the Board at the present session. He announced that informal meetings would be held on the working methods of the Board, the terms of reference for field visits, and the prevention of mother-to-child transmission (PMTCT) of HIV.

350. In welcoming delegations to the last Board session of 2002, the Executive Director emphasized that it was clear that the year would be remembered as a time of hope and reaffirmation, and spoke briefly about some of the major outcomes of the year. She also addressed the issue of HIV/AIDS, which together with armed conflict, threatened human security. She noted specifically an African Leadership Consultation held in Johannesburg in early September, at which UNICEF and its partners helped to shape a set of emergency proposals to address the plight of the world's 14 million AIDS orphans, 11 million of whom live in sub-Saharan Africa. The Executive Director also mentioned the New Partnership for African Development (NEPAD), which would require multilateral action.

351. In conclusion, she paid tribute to Denis Caillaux, Secretary of the Executive Board, who would be moving on to new challenges at Care International after a long and distinguished career at UNICEF. His 23 years of service, she said, were "a chronicle of a deep and abiding commitment to the cause of children and their well-being". (See E/ICEF/2002/CRP.11 for the full text of her statement.)

B. Adoption of the agenda

352. The Secretary of the Board introduced this agenda item. He informed delegations that, as endorsed by the Bureau, consideration of agenda item 10 on the UNICEF financial report and statements for the end of the biennium 2000-2001 and report of the Board of Auditors (E/ICEF/2002/AB/L.2) would be deferred until the first regular session of 2003 as the report of the Board of Auditors was unavailable. He also announced that the afternoon session would be suspended to allow delegations to attend the high-level meeting of the General Assembly on the implementation of NEPAD. The agenda, timetable and organization of work of the session, contained in document E/ICEF/2002/11, was adopted as amended. The agenda contained the following items:

Item 1:	Opening of the session: statements by the President of the Executive Board and the Executive Director
Item 2:	Adoption of the provisional agenda and timetable and organization of work
Item 3:	Proposals for UNICEF programme cooperation: (a) Country programme recommendations (CPRs) (b) Recommendation for additional regular resources for approved country programmes
Item 4:	Innocenti Research Centre: progress report and proposed activities for 2003-2005
Item 5:	Global strategy on infant and young child feeding
Item 6:	Cash assistance to Government (CAG) in the context of UNICEF programme cooperation modalities
Item 7:	Decisions taken by the Economic and Social Council: oral report
Item 8:	Medium-term strategic plan (MTSP) for the period 2002-2005: financial plan and related recommendation
Item 9:	Private Sector Division (PSD): (a) Financial report and statements for the year ended 31 December 2001 (b) Progress on the development of the comprehensive PSD business plan: oral report
Item 11:	Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions
Item 12:	Internal audit activities for 2001

Item 13: Programme of work for 2003

Item 14: Other matters

Item 15: Closing of the session: remarks by the Executive director and the President of the Executive Board

353. In accordance with rule 50.2 and the annex of the Rules of Procedure, the Secretary of the Executive Board announced that 50 observer delegations had submitted credentials for the session. In addition, one intergovernmental organization, one United Nations body, three specialized agencies, five National Committees for UNICEF and Palestine had submitted credentials.

II. Deliberations of the Executive Board

A. Decisions taken by the Economic and Social Council: oral report

354. The Director of United Nations Affairs and External Relations presented an oral report on the issues discussed and decisions taken at the substantive session of the Economic and Social Council that had particular relevance for UNICEF. He said that an analytical written report and formal discussion on follow-up to the Council's decisions would form the basis of the first part of the Executive Director's annual report to the Board, to be presented at the first regular session of 2003.

355. The *high-level segment* had focused on the contribution of human resources development, including in the areas of health and education, to the process of development. As part of the preparatory process, three one-day round-table discussions had been held in February and March 2002, and the UNICEF Executive Director had participated in the two that addressed "health and development" and "education and development". The Council's Ministerial Declaration of the segment reaffirmed "... the right of everyone to education and that the enjoyment of the highest attainable standard of health is one of the fundamental rights of every human being ..." and reaffirmed a "... commitment to the full and timely implementation of the goals, targets and commitments of the major United Nations conferences and summits and their follow up in the areas of both health and education".

356. The *operational activities segment* had reviewed progress in the implementation of General Assembly resolution 56/201 of 21 December 2001 on the triennial policy review of operational activities for development. The segment's priority themes included capacity-building and the rationalization of operational modalities of the United Nations system, and continuing the momentum created by the Millennium Declaration and other recent United Nations conferences. The segment had also been an opportunity for interaction with country-level operators and government officials from specific countries (India and Eritrea) involved in the work of the United Nations system in education, health and nutrition. The Council's subsequent resolution called for action in the areas of funding of operational activities, capacity-building, the Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF), evaluation and the simplification and harmonization of rules and procedures. Much of that work was being carried out in the context of the United Nations Development Group.

357. The *coordination segment* had focused on further strengthening of the Council, building on its recent achievements to help it fulfil the role ascribed to it in the Charter as contained in the Millennium Declaration. The interaction of Council members with agencies and actors from civil society was the basis for an action-oriented outcome of the segment, which set out the Council's role in reviewing implementation of the major international conferences and summits.

358. The *humanitarian affairs segment* concluded with a wide-ranging resolution that addressed key issues, including the use of such planning tools as the Consolidated Appeal Process (CAP), CCA/UNDAF, financing of emergencies, access, protection of civilians, special needs of children and codes of conduct.

359. There were no comments by delegations on the presentation.

B. Proposals for UNICEF programme cooperation

The Americas and Caribbean

360. The Executive Board had before it the CPRs for Bolivia and the multi-country programme for the Eastern Caribbean (E/ICEF/2002/P/L.8/Add.1 and E/ICEF/2002/P/L.9/Add.1, respectively), as well as "stand-alone" other resources proposals for the Amazon and Andean (PROANDES) subregions (E/ICEF/2002/P/L.28 and E/ICEF/2002/P/L.29, respectively), which were introduced by the Regional Director.

361. He said that since the Board had discussed the country note for Bolivia, the Government had reaffirmed its commitment to the Poverty Reduction Strategy. As for the multi-country programme, its major new initiative was the HIV/AIDS programme, which included child care, outreach, teaching modules, peer counselling, gender analysis, social research and communication initiatives. He said that the Amazon and PROANDES programmes had been created because those areas had the worst disparities. In addition to integrated early childhood development (IECD), basic intercultural education and child protection, each programme had an additional emphasis. The Amazon programme would work to improve the commitment to Amazonian issues at national, regional and global levels, and PROANDES would focus on improved special protection for children.

362. A speaker commended the focus on child participation, but wanted an explanation of how the priorities of the country programmes had been determined and the differences between them. He said that the CPRs did not clarify targets, instruments and costs. He also asked about the involvement of UNICEF in middle-income countries, and urged those countries to increase their contributions to UNICEF programmes. The Regional Director explained that regional priorities and targets were set within the framework of situation analyses and were discussed at length with national counterparts and institutions to arrive jointly at priorities. The master plans of operations (MPOs) contained greater detail and were available to interested delegations. He added that countries in the region were making greater contributions to UNICEF.

363. Referring to the *Bolivia* CPR, the same delegation asked about the use of "positive discrimination", the UNICEF position on the living conditions of children in prison, and whether UNICEF should contribute to improving the living conditions of these children or prevent children from getting into prison. The Regional Director replied that "positive discrimination" occurred at the municipal level and focused on the poorest municipalities. He added that there was strong emphasis on the juvenile justice system in most of the countries in the region. These reforms were based on a common legal framework, better policies and more effectiveness. In cases when children were in need of special protection, UNICEF advocated that they should not be penalized with adult prison conditions. For example, in Bolivia, UNICEF was working to ensure that children did not share prisons with adults.

364. Another delegation said that most of the components of the *Amazon subregional* programme were country-specific, with few activities bridging the subregion. The speaker questioned the value added of the subregional programme as opposed to having each country programme include an integrated, Amazon-specific component. He suggested that a potential activity of value would be to identify a common set of priority issues on which countries could collaborate and build on experiences and lessons learned. He felt that more specific targets and outcome-oriented goals should be encouraged for effective programme monitoring and evaluation. He also said that there were no indicators identified in the monitoring and evaluation section. The Regional Director replied that UNICEF recently had carried out an evaluation of the progress made and lessons learned from both the Amazon and PROANDES subregional programmes. The evaluation had concluded that there was a need for more effective cooperation between the Amazonian countries. Monitoring of indicators was being done at the regional level so as to ensure better information sharing and follow-up.

365. The speaker said that there was no mention of efforts to reduce malaria rates in the Amazon subregional recommendation even though the Amazon had the highest incidence of malaria in the world. The Regional Director said that a malaria component was built into the health programme. In addition, a pilot study to assess the supply of bednets was beginning in two countries. The malaria programme was supported by the Inter-American Development Bank and the

World Bank. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

366. The Executive Board had before it the CPRs for the Russian Federation, Belarus and Ukraine, along a multi-country programme for Bulgaria, Latvia, Lithuania and Croatia (E/ICEF/2002/P/L.33 and E/ICEF/2002/P/L.34, respectively), which were introduced by the Regional Director.

367. He spoke about some of the successes achieved by countries in the region in their drive towards fully democratic societies and economic reform, including certification as being polio free. Moreover, national and international non-governmental organizations (NGOs) working for children in the region had met in Sarajevo in June 2002 and launched the NGO/UNICEF Regional Network for Children. Some of the remaining challenges included persistent poverty, the spread of HIV/AIDS, youth unemployment, increasing school drop-out rates, and increasing rates of sexually transmitted diseases and intravenous drug use. The Regional Director said that each proposal focused on the need for effective monitoring systems, and that the work of the MONEE (Monitoring the Transition in Eastern Europe) project based at the Innocenti Research Centre in Florence continued to be of vital importance.

368. While strongly supporting the country programmes for *Belarus, Russian Federation and Ukraine*, one delegation said that cooperation had the greatest potential in the area of young peoples' health and development, including the promotion of healthy lifestyles, especially in view of such major threats as HIV/AIDS and substance abuse. Another delegation fully endorsed the emphasis given to PMTCT. UNICEF was urged to coordinate its efforts in this field with other organizations also involved in the fight against HIV/AIDS. It was also important for UNICEF to support the development of national policies and programme integration in the national health services, as well as to provide beneficial information about HIV/AIDS to young people.

369. While commenting that the issue of support to children in the Chernobyl disaster area was not fully reflected in the country programme, several speakers called upon UNICEF in particular to develop special plans for the area to further humanitarian assistance for rehabilitation. The same speaker said that these issues should be considered not only at the subregional level, but also in the country programme because of the need for health care. In addition, there was also the whole area of eradicating the consequences of the Chernobyl disaster, which was among the national priorities. Another delegation proposed that special attention should also be given to UNICEF work in the Northern Caucasus. One delegation pointed out that while changing conditions brought new challenges, the country programme should not lose sight of such issues as the elimination of iodine deficiency disorders and the promotion of breastfeeding. The Regional Director responded that in detailed discussions with the respective Governments and the formulation of MPOs, the particular circumstances of young people affected by Chernobyl would be taken into account. He recalled that UNICEF and the United Nations Development Programme (UNDP) had led the revision of the assessment of the social impact of Chernobyl and pledged that UNICEF would continue to work with UNDP to bring international attention and the required resources to address the situation. He said that over the last few years, the UNICEF Moscow office had devoted much of its work to the Northern Caucasus through CAP funding for emergencies. He added that there had been extensive work on a range of issues, including education in Ingushetia as well as other parts of the region.

370. One delegation mentioned the lack of information in the country programme on coordination, and felt that in Belarus, UNICEF should increase coordination with other United Nations agencies, especially with the World Bank. Concerning the increasing problem of trafficking of young women and girls to Western Europe where they ended up in prostitution rings, a speaker felt that UNICEF should look into programmes aimed at providing information to the young women involved as well as to their parents. The Regional Director said that the trafficking issue would be addressed regionally. Since the Yokohama meeting, there was a renewed effort to produce a regional plan, which UNICEF hoped to see at the country level.

371. One delegation expressed concern that with no international staff in Minsk, UNICEF and the Executive Board should have mechanisms in place to ensure that financial and other assistance reached the

children and mothers. The same speaker also referred to UNICEF/Government involvement in discussions to develop a juvenile justice system that focused on approaches for the prevention of abuse and restoring employment opportunities. It was also felt that any UNICEF work in this area should include specific child protection training for law enforcement and detention officers to avoid violence directed at young people.

372. One delegation expressed appreciation with the decision to elevate one UNICEF office in the region to the status of a country office headed by a UNICEF representative. It was felt that direct management would be a strong advantage in ensuring UNICEF effectiveness, increasing transparency and using resources. It would also ensure coordination with national institutions and other United Nations agencies in the country.

373. Several delegations commended UNICEF on its comprehensive programme on *Bulgaria, Latvia and Lithuania and Croatia*, as they attached particular importance to the problems of social exclusion, Roma children, juvenile justice and sexual exploitation. Its close cooperation with the NGO community, especially in Croatia, was also applauded. However, it was felt that the country programme should focus more on activities than on data collection. The Regional Director said that UNICEF was working with Governments in many parts of Central Europe on the issue of exclusion, including Roma children in institutions.

374. UNICEF was requested to comment on the its experience in the joint financing of programme staff with other United Nations agencies and whether it had increased programme capacity for the development and interpretation of programme activities. The Regional Director stated that UNICEF had very positive experiences in this area and provided some concrete examples, including co-financing with UNDP and the United Nations Population Fund (UNFPA) on a multi-agency approach to young people's health and development.

375. On resource mobilization for non-qualifying countries, the Regional Director stated that this was a role that National Committees should undertake to bring awareness of the issues facing children in the countries in which they were working and, as one of their primary tasks, to raise regular resources for UNICEF. In the case of Bulgaria, however, the National Committee would not continue beyond mid-2002. Following a thorough review, the Government, the National Committee and UNICEF had decided that a UNICEF country programme office would be a more appropriate form of UNICEF presence. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

East Asia and the Pacific

376. The Executive Board had before it the CPRs for the Pacific island countries and Papua New Guinea (E/ICEF/2002/P/L.10/Add.1 and E/ICEF/2002/P/L.11/Add.1, respectively), as well as a short-duration programme for East Timor (E/ICEF/2002/P/L.30), which were introduced by the Deputy Regional Director.

377. He said that the CPR for the Pacific island countries was shaped by the mid-term review (MTR) and the findings of a recent fast-track evaluation. Future directions included the expansion of partnerships and strengthening regional capacity for data collection and analysis. With regard to Papua New Guinea, major emphasis had been given to the MTSP priorities, especially HIV/AIDS. He described the new country programme for East Timor as a move away from humanitarian assistance, including reconstruction, to a development programme that focused on capacity-building and the provision of basic services to rural areas. For both Papua New Guinea and East Timor, he stressed the need for other resources funding to meet the programme objectives.

378. On the *Pacific island countries*, one delegation commended the organization's understanding of the challenges facing these countries and its interpretation of its comparative advantage in the Pacific. The strategy for improvements and the actions proposed to strengthen planning, implementation and monitoring of programmes were also praised. In particular, effective partnerships and alliances with regional organizations and NGOs in the development of local capacity in this area were highlighted as fundamental and to be encouraged. It was noted that funds allocated for capacity-building for the previous programme remained unutilized. The speaker expressed support for the focus on the three priority least developed countries of Vanuatu, Solomon Islands and Kiribati. In response, the Deputy Regional Director welcomed the prospect of cooperation and the development of expanded partnerships, especially in the more remote areas.

Another speaker encouraged the establishment of baseline data to measure the impact of the proposed interventions in view of the comparatively large size of the region and its diverse populations. The Deputy Regional Director said that the issues of data and impact were clearly a UNICEF concern.

379. Speaking about *Papua New Guinea*, several delegations expressed appreciation for the role of UNICEF in areas such as child rights advocacy, immunization and vaccine procurement, and the reduction of maternal and infant mortality, as well as for its programmes in nutrition, child protection and HIV/AIDS. The need to ensure complementarity of actions rather than duplication was stressed. The Deputy Regional Director mentioned that appropriate plans for submissions to the Global Fund to Fight AIDS, Tuberculosis and Malaria were being worked out, which demonstrated closer collaboration with other partners.

380. UNICEF was encouraged to increase its involvement in vaccine procurement through the Global Alliance for Vaccines and Immunization in order to support the National Department of Health. The Deputy Regional Director welcomed such a partnership on the procurement of measles vaccines, noting that some problems had been encountered in this area. A speaker suggested that UNICEF undertake an assessment of the effectiveness of the current maternal and child health (MCH) strategies. He noted that UNICEF country programme priorities were aligned with the National Health Plan and other strategic documents, and strongly urged UNICEF to support the Government's Health Sector Improvement Programme, a sector-wide approach (SWAP). According to the Deputy Regional Director, UNICEF was open to full partnership in SWAPs and that, therefore, it was important to be involved at an early stage of the planning process.

381. Several delegations expressed support for the programme strategy for *East Timor* and its contribution to peace-building. They mentioned several key issues such as security, the restoration of civilian authority, and the benefits of balancing centralization and the decentralized community-based approach. A speaker commended the East Timor country programme for its clarity in transiting from emergency relief to reconstruction. The Deputy Regional Director mentioned that as a former representative in East Timor, he had some knowledge and experience in linking the programme to peace and restoration. He said that UNICEF work on children's rights had helped not only to incorporate the rights into the Constitution, but also to incorporate them into the new legislation. Much of the practical work of providing care for children had contributed considerably to peace and restoration. In response to a question about whether UNICEF or the United Nations had carried out a post-conflict transitional analysis and strategy when developing the programme, the Deputy Regional Director stated that although no specific studies of this nature had been carried out, he believed that the CCA undertaken by the United Nations had taken these concerns into account.

382. On the subject of collaboration and United Nations coordination in East Timor, the Deputy Regional Director said that his experience had been that United Nations coordination had been good in the country. Under the leadership of the United Nations Transitional Administration in East Timor, reconstruction and development were extremely well managed, as evidenced in the results of recent programme developments. Considerable progress had been made in a collaborative atmosphere, not only among agencies, but also among donors and the people of East Timor. He added that UNICEF had a strong presence in the country, with very experienced, capable staff.

383. On the proposed health programme, a speaker said that it was targeted appropriately to reach areas not covered by any bilateral donor. Another delegation made particular mention of the strengthening of the health infrastructure for immunization services, although immunization coverage remained low. The Deputy Regional Director said that considerable additional investment was needed to achieve a high immunization coverage in view of the constraints in delivering basic services in a country with a very poor infrastructure. In that connection, UNICEF plans to work with church groups to set up community health centres and to establish pilot IECD programmes as a first step to decrease maternal and infant mortality were commended.

384. Another speaker expressed appreciation for UNICEF work in sanitation and education. He praised the good efforts made in bridging humanitarian assistance to long-term development, and expressed his Government's full support to the emphasis on capacity-building in health and education, which were essential

to democracy and economic growth. The Government was also commended for its priority budget allocations to those sectors. It was felt that the focus on education and the initiative on the 100 schools would eventually influence policy development. In reply, the Deputy Regional Director informed that the World Bank had established a Trust Fund in the country, which had contributed substantially during the reconstruction stage. He added that UNICEF had worked closely with the Bank, particularly at the primary education level.

385. A speaker commended the UNICEF focus on the young population and emphasized their potential role in development. His delegation looked forward to the continued presence of United Nations agencies in East Timor to support the building of infrastructure and the provision of basic services to the population. It was hoped that UNICEF efforts to reach international media and National Committees would lead to greater awareness of the situation of East Timorese children and increased funding for the programme. The Deputy Regional Director thanked delegations for their valuable partnership in the various sectors and reiterated the importance of the financial support of the donor community to these programmes. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

South Asia

386. The Executive Board had before it the CPRs for India and Maldives (E/ICEF/2002/P/L.12/Add.1 and E/ICEF/2002/P/L.13/Add.1, respectively) as well as a short-duration programme for Afghanistan (E/ICEF/2002/P/L.31), which were introduced by the Regional Director.

387. The Regional Director said that in response to comments on the country note, the new programme for India placed particular emphasis on focused actions and increased intersectoral collaboration. The programme for Maldives focused on four key areas to address the rights of children living in hard-to-reach and marginalized communities. He summarized the focus of the Afghanistan country programme, which had benefited from the National Development Framework outlined by the Interim Authority and the Transitional Government, as well as from guidance from the United Nations Assistance Mission to Afghanistan (UNAMA). Future sustainable achievements, he said, would come through building the capacities of the Afghan people, particularly at provincial and community levels, with due regard to the exit strategies as called for by the National Development Framework.

388. On the *India* CPR, several delegations welcomed the further shift towards empowering communities in support of child health programmes. This, they felt, was a good step forward in achieving India's priorities to ensure cost-effective and sustainable models. That approach, which focused on children under three years of age and utilized decentralized data for decision-making, had already produced successful results in coverage with vitamin A in particular. A speaker added that the persistence of polio, anaemia, pneumonia and diarrhoeal diseases pointed to the need for continued UNICEF leadership, with the support of other partners at state and district levels, to ensure maximum synergy and results. Another speaker felt that child labour could have been given a higher priority in the context of the country programme, and asked how religious minorities and people of all castes would be included in programme implementation and monitoring. On the issue of child labour, the Regional Director pointed out that UNICEF had used the existing structures to gain insight into and access to different partners. The UNICEF Representative in India stressed that the programme was based on a situation analysis and that UNICEF had shared experiences, strategies and examples that had worked elsewhere with the Government. She added that there was a growing commitment to child labour issues, as reflected in national and state plans, and that progress could be made by working within these plans.

389. Concerning *Maldives*, one delegation felt that UNICEF should not continue a programme in this middle-income country. In response, the Regional Director stated that the current indicators warranted a programme for children. Once better cross-national income indicators were achieved, Maldives might require a different kind of presence.

390. Many speakers, who commended UNICEF for its remarkable work during the conflict, approved the spirit and content of the *Afghanistan* country programme. Donors were urged to increase their contributions to ensure the complete implementation of the programme. A speaker stressed the need to be realistic about what could be achieved in Afghanistan given the many and severe constraints, including inadequate capacity, as over-ambitious plans could do more harm than good. The same speaker expressed

serious concern about the very limited basic data on which the programme was built.

391. One delegation observed that the Afghan Government had developed programme secretariats that "twinned" United Nations agencies with Afghan ministries. Such an arrangement would enable UNICEF to work more closely with the Ministry of Education on education and vocational training and with the Ministry of Health and the World Health Organization (WHO) on safe motherhood, immunization and child nutrition. The same speaker looked forward to increased collaboration in the months ahead among the Government, United Nations agencies, international financial institutions and NGOs, under the coordination of UNAMA.

392. One delegation expressed appreciation for the basic education plan, in particular its emphasis on girls' right to education, internally displaced persons (IDPs) and children in remote areas, as well as the clear child rights approach. Information was requested on the progress of establishing a well-functioning programme secretariat for education and also on how UNICEF intended to solve the problem of shortage of staff to implement its planned child protection activities. The Regional Director replied that in April 2002, the Afghan Interim Administration had laid out 12 areas with a secretariat for each. UNICEF assumed the secretariat for education and appointed a senior staff member. Technical support for the national development budget, as well as for national capacity-building, was provided in this context, and the Government was developing an education strategy for Afghanistan. Therefore, he said, tangible progress was being achieved. A speaker agreed fully with the emphasis on strengthening capacities at government and community levels as a key strategy to achieve sustainability and monitor implementation. UNICEF work on the development of quality textbooks and the training of teachers was also welcomed. The Regional Director said that there were sufficient supplies and that it was expected that the schools would be rehabilitated. On the strategies being used to overcome the disparities between girls and boys, the Regional Director informed that a package of policies, incentives, advocacy and social mobilization efforts were planned.

393. The importance of general health, including MCH, was stressed, and it was felt that UNICEF work with the Health Secretariat presented more challenges than its work in the education sector. The same speaker asked how UNICEF viewed its work in the health sector. Similarly, another delegation observed that infant and maternal mortality rates were hard to establish, making it difficult to programme with precision. He added that delays in project implementation also made it difficult to achieve overall objectives. On coordination in the health sector, the Regional Director stated that UNICEF had played a major role, particularly in immunization. However, there was a dire need for quality health-care facilities and staff. He pointed out that maternal mortality reduction, a programme priority, did not attract funding, and he appealed for additional resources for this important area. While UNICEF collaborated closely with all other partners in the health sector, its main focus was on supporting the strategies developed by the Government. The Health Secretariat, he said, required additional efforts, but the coordination mechanism was already well established.

394. Several delegations raised the issue of security in Afghanistan and the implication on the work of UNICEF, especially at the decentralized level. On the issue of security, the Regional Director stated that the very nature of UNICEF work put its staff on the front line. However, peace, stability and reconciliation were very much a function in that UNICEF helped to bring normalcy to the lives of the people, in close collaboration with other partners. Concerning working at the decentralized level, the Executive Director pointed out that UNICEF was present in various localities outside Kabul, including Herat, Mazar-e-Sharif and Kandahar. There remained, none the less, a problem regarding access due to the precarious security conditions, but the United Nations did not leave Afghanistan, even in the most difficult of times.

395. As part of the protection component of the Afghanistan country programme, a speaker raised the issue of hard-to-reach children, street children and those with disabilities, for whom there was a need to develop an education system tailored to their needs. The Regional Director replied that special efforts were being made, including opportunities for education and mainstreaming in the future, and taking into account both social and physical aspects. To the extent possible, the extended family system should be used.

396. A delegation noted that the budget was broken down by sectors, not regions, and asked whether UNICEF would be able to move into certain regions

and whether there would be funding for all sectors in all regions once peace and security were restored. In response, the Regional Director pointed out that the budget covered a three-year period, and it was hoped that more funds would be mobilized in addition to the funding provided from UNICEF regular resources. The needs could very well increase because of the dynamic situation in Afghanistan, and it was hoped that the programme would be fully funded.

397. Some delegations raised the issue of the "gap" between humanitarian and more traditional assistance for development, while others stated that their Governments had confidence in the priorities outlined in the country programme for bridging the gap between relief and reconstruction. Of all other operational partners, it was felt that UNICEF had a special advantage of working in both humanitarian and development assistance areas. One speaker suggested that one possible way to address the "gap" would be to continue the Back-to-School initiative with the Afghan Ministry of Education. Another delegation asked for additional information on the issue of coordination in the context of the "gap".

398. Regarding the issue of the "gap" and the need for UNICEF to share lessons learned on transition from short-term humanitarian assistance to more traditional long-term development assistance, the Regional Director stated that over the years, UNICEF was present before, during and after the crisis, focusing on children and mothers. The mainstreamed approach towards a seamless transition was firmly in place in the programming process. He referred to the UNICEF report on its core corporate commitments in emergencies (E/ICEF/2000/12), in which the strategy was articulated. He also added that the entire UNICEF programming policy and planning guidance manual mainstreamed this process, with mechanisms in place allowing, in particular, UNICEF representatives to reconfigure resources and respond to situations of a humanitarian nature that might occur. UNICEF also had mechanisms in place to work closely with all partners and, in this connection, the Regional Director paid tribute to the Inter-agency Standing Committee on Humanitarian Issues. He concluded by stressing that UNICEF was uniquely placed to share its experience on how it dealt with the transition from a humanitarian to a development mode in order to best serve the children in all situations.

399. The Executive Director added that the "gap" could be discussed in terms of process for some agencies, but in UNICEF, it was a funding issue. She said that the first part of an emergency always benefited from immediate funding, but as the emergency lingered, the funding declined. This occurred at the same time that the financial element, a component of the "gap" which tended to be forgotten, became a key element to bridging the "gap". The Executive Director also pointed out that UNICEF operated in emergency and development modes, but remained one organization. In that connection, UNICEF was interested in good, competent staff who could operate in all circumstances and in all kinds of environments. Last year, in the middle of armed conflict in Afghanistan, there was an ongoing polio campaign. The UNICEF programme in Afghanistan also included a sizeable logistical component which brought in tons of material for distribution, including supplementary food, shelter, winter clothes, school supplies and tents, as well as a capacity-building component. The "gap", therefore, was definitely in resources. Also to be noted was that the type of work to be done at the beginning of an emergency and during the following stages depended on the competencies brought by UNICEF. UNICEF worked with many partners for better programme impact and knew where it could make a contribution as part of the broad United Nations approach. In that connection, the Executive Director also stressed the coordination element of the "gap". (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

Middle East and North Africa

400. The Executive Board had before it the CPRs for Djibouti and Jordan (E/ICEF/2002/P/L.14/Add.1 and E/ICEF/2002/P/L.15/Add.1, respectively), as well as a "stand-alone" subregional proposal for the Gulf area (E/ICEF/2002/P/L.32), which were introduced by the Regional Director.

401. In his presentation, the Regional Director also addressed the conflict and threats of a new war in the region. He pointed out that many children in the occupied Palestinian territory were still unable to go back to school because they were barred by military blockades or detained by the military. With many children — both Palestinian and Israeli — killed or maimed, it was time for peace for these children. He said that there had been hopes for progress towards

peace, although political and financial support were needed. For example, there had been a cease-fire in place in the Nuba Mountains since January, but only 15 per cent of the modest amount requested in the appeal had been received. Cease-fires should not mean only the absence of fighting, but instead offer a rapid resumption of services, employment of demobilized services and the return of displaced populations. In Iraq, the threat of a new war remained. He hoped that a political solution could be found, but if it could not, UNICEF would need support to press for safeguards to protect children and the essential services they would need; to ensure quick and unimpeded access for humanitarian workers; and to provide funds for immediate relief and long-term reconstruction of social services. He said that the major theme of the country programme for Djibouti was the fight against HIV/AIDS, and that the Jordan programme would follow a rights-based, life-cycle and gender-sensitive approach. The one-year programme for the Gulf area would allow UNICEF to synchronize the programmes for the six members of the Gulf Cooperation Council.

402. Some delegations highlighted the need to focus more attention on HIV/AIDS and requested concrete examples of how country offices were conducting awareness campaigns to combat HIV/AIDS. The Regional Director said that *Djibouti* and Sudan were the countries in the region most affected by HIV/AIDS and that UNICEF had a plan for a subregional awareness programme in the Horn of Africa, which focused on getting information in local languages to protect youth from HIV/AIDS. In Sudan, there were great concerns about the possibility of a new spread of infection with the end of conflict and the likely return of large numbers of refugees. Currently, 650,000 people, or 2 per cent of Sudan's population, were infected. By contrast, Jordan's infection rate remained relatively low, and UNICEF was working to include an educational programme in the adolescent participation and empowerment programme.

403. Asked if micronutrient deficiencies were covered by the IECD component in the *Jordan* country programme, the Regional Director highlighted the outstanding achievement in flour fortification, supported through the collaboration of various agencies, including UNICEF. He said that UNICEF was examining how micronutrients would be addressed as part of MCH. While flour fortification would probably continue to be expanded, it was not yet clear what other partners had decided.

404. A speaker queried the lack of mention of the United Nations Development Fund for Women (UNIFEM) as a partner in the adolescent participation and empowerment programme in Jordan, stating that this was an example of the lack of collaboration among United Nations agencies. The Regional Director responded that UNICEF collaborated closely with UNIFEM and regretted that it was not mentioned in the document. Another delegation commended the effective work of UNICEF in Jordan and expressed its continued support to financing the adolescent participation and empowerment programme. The Regional Director said that Jordan was the best example of donor collaboration because of a very effective donor coordination committee. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

Eastern and Southern Africa

405. The Executive Board had before it the CPRs for Botswana and Comoros (E/ICEF/2002/P/L.1/Add.1 and E/ICEF/2002/P/L.2/Add.1, respectively), which were introduced by the Regional Director.

406. He provided the context in which the two country programmes were presented, noting in particular that the region continued to be plagued by deepening poverty, ongoing armed conflicts and an increasingly devastating HIV/AIDS catastrophe. Given current trends, the Regional Director stated that the Millennium Development Goals would not be achieved in the region, or even in sub-Saharan Africa as a whole. He pointed out that the while both Botswana and Comoros had relatively small populations, they were very different. Botswana was one of the least poor countries in the region, with a gross national product (GNP) per capita of $3,300, very high primary school enrolment rates and almost universal access to basic health services. Comoros, on the other hand, was one of the poorest countries in the region, with a GNP per capita of only $380, very low primary school enrolment rates and low access to basic health services. While Botswana had enjoyed remarkable stability since independence, Comoros had faced chronic political instability, with more than 20 coups or attempted coups during the past 25 years.

407. Although there were no specific comments from Board members on either of the CPRs, several delegations made some general remarks on the Regional Director's statement. One delegation appreciated the linkage that was made between the current food shortage and drought in the region and the weakened state of large numbers of people due to HIV infection. The same delegation felt that the linkage to the current situation in Southern Africa and the conditions of governance and security were appropriate. Another speaker was pleased to note the human rights training carried out by UNICEF, in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR), that was provided to workers involved in humanitarian aid activities in response to the emergency situation in Southern Africa. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

West and Central Africa

408. The Executive Board had before it the CPRs for Cameroon, Côte d'Ivoire, Guinea-Bissau, Mali and Mauritania (E/ICEF/2002/P/L.3/Add.1-E/ICEF/2002/P/L.7/Add.1, respectively), as well as proposals for short-duration programmes for Congo, Democratic Republic of the Congo and Liberia (E/ICEF/2002/P/L.25-E/ICEF/2002/P/L.27, respectively), which were introduced by the Regional Director.

409. She said that the eight countries were representative of the dismal situation of children and women in the region. They had some of the highest under-five and maternal mortality rates in the world. Progress towards universal education was very low in all eight countries and their HIV/AIDS prevalence rates were increasing. Child labour, child trafficking and children affected by armed conflict were major concerns. However, there had been positive developments in such areas as access to drinkable water, use of iodized salt, eradication of dracunculiasis and immunization coverage. The Economic Community of West African States, with UNICEF support, was preparing a peer review of the situation of children in the subregion in the context of follow-up to the Special Session on Children.

410. Several delegations expressed appreciation for the quality of the proposals, particularly in terms of government involvement in the programme preparation process and the links with national priorities. One delegation suggested that monitoring indicators should be identified in order to facilitate follow-up action. The same speaker encouraged UNICEF to intensify its advocacy for increased allocations of national budgets to social sectors, and proposed that special efforts be made to promote pilot projects for children orphaned by AIDS in view of the growing problem in the region. The issue of linkage between development programme and emergency response was also raised, to which the Regional Director responded that continuity was ensured in both types of interventions. She added that staff training was conducted to strengthen UNICEF and government capacities. Regarding the selection of monitoring indicators, she said that a logical framework approach was being used to improve the process.

411. The representative of *Côte d'Ivoire* said that his Government had put in place appropriate measures to prevent child trafficking and to punish the traffickers, in collaboration with neighbouring countries. He added that the high priority given to education was another strategy adopted to combat child trafficking. UNICEF had been making a valuable contribution in that area, and he called for support for the proposed country programme.

412. One speaker requested additional information about UNICEF support to the basic education programme in *Guinea-Bissau*. The Regional Director responded that UNICEF support included the training of teachers; improving access to and the quality of education through "child-friendly" schools; and the provision of water, separated latrines for boys and girls, and teaching tools.

413. The representative of *Mali*, addressing the main strategies of the proposed programme, said that following extensive national consultations, it had been agreed to adopt the programme approach as described in the CPR. Coordination would be ensured through sectoral programme development frameworks. Another delegation expressed satisfaction that the comments it had made on the country note had been taken into account, as the articulation between the national priorities and the proposed programme was now clear. The Regional Director said that the high level commitment and leadership of the Malian authorities for the cause of children was a valuable asset for the country and the region. She expected that the enabling environment in Mali would contribute to the

achievement of better results for children in the near future.

414. Speaking on the CPR for the *Congo*, one delegation expressed satisfaction with the good coordination of emergency interventions by UNDP, UNICEF and UNHCR in the Pool region, and commended efforts in the area of immunization. He also suggested strengthened coordination of HIV/AIDS activities, particularly with the private sector. Another speaker said that it would be appropriate for UNICEF to support the Government in strengthening the collection of social statistics as a strategy for child advocacy when the country's Poverty Reduction Strategy Paper was developed. The Regional Director said that UNICEF would assist the Government in developing national capacities.

415. The representative of the *Democratic Republic of the Congo* said that both regular programme interventions and the emergency response were well integrated in the country programme. She appreciated the competence and commitment of the UNICEF country team, particularly during the polio immunization campaign and assistance to the victims of the Nyirangongo volcano eruption. The proposed country programme was in line with national priorities and strongly supported by the Government. Education and child protection, especially children affected by the armed conflict, including street children and child soldiers, were the major concerns. An interministerial coordinating committee had been set up to monitor programme implementation. A second speaker said that the proposed country programme did not emphasize enough the situation of the children orphaned by AIDS, estimated at 700,000 in the country. She referred to the recent study conducted by *Médecins du Monde* (Doctors of the World) in the Eastern region, and suggested that UNICEF use it for pilot project design. She said that the proposed country programme planned to involve families in all phases of implementation and asked how that would be developed. The Regional Director responded that family and community participation would be promoted through local associations that were already partners in many ways.

416. A delegation expressed appreciation for the quality of the work being performed by UNICEF in a very difficult environment in *Liberia*, and suggested that UNICEF help to build local capacities and to strengthen partnerships with international and local NGOs. Two speakers requested information on how the reported sexual exploitation and abuse of children in camps for IDPs were being addressed. The Regional Director responded that UNICEF was participating in the implementation of the action plan adopted by the United Nations country team in Liberia to prevent sexual exploitation and abuse. The activities developed as part of the plan included the creation of "child-friendly" spaces, training and psychosocial counselling. Collaboration with NGOs and local capacity-building were key strategies. Efforts were being developed to improve visibility and mobilize financial resources. (See annex II, decision 2002/10, for the recommendations approved by the Executive Board.)

Recommendation for additional regular resources for approved country programmes

417. The Executive Board had before it for approval a recommendation for additional regular resources for seven country programmes, as contained in document E/ICEF/2002/P/L.35. As a result of the application of the modified system and the estimated global levels of regular resources available for programmes in 2003, the level of regular resources planned for the seven countries was higher than the balance of approved regular resources available to these countries. (See annex II, decision 2002/11, for the recommendations approved by the Executive Board.)

C. Global strategy on infant and young child feeding

418. Added at the request of the Bureau, this agenda item was introduced by the Chief of the UNICEF Nutrition Section. To facilitate the discussion, the secretariat had made available a WHO report on "Infant and young child nutrition: Global strategy on infant and young child feeding" (A/55/15 of 16 April 2002) and a World Health Assembly resolution on infant and young child nutrition (WHA55.25 of 18 May 2002). The Chief stated that the strategy was based on the best available scientific evidence and provided a comprehensive, integrated, results-based approach to infant and young child feeding. He said that in since the strategy had been developed jointly by UNICEF and WHO, it was important for the UNICEF Executive Board to consider the report, as well as the resolution, and approve a draft decision on the subject, as contained in document E/ICEF/2002/CRP.13.

419. A delegation commented positively on the consultative process used to develop the strategy, noting with appreciation the emphasis on all mothers having access to support, as well as the importance of fathers and NGOs in support of women. The same speaker also stressed the need to support independent research on the many impacts of infant feeding on mortality. Expressing concern about the fact that there were still many malnourished children, one speaker urged that the issue of complementary feeding and its importance for early childhood growth and development receive more attention, particularly through government and community action. Another delegation commented that poverty was the main cause of malnutrition.

420. Many speakers applauded the emphasis on nutrition and breastfeeding, with one delegation stressing the importance of focusing special attention on Africa in this regard. The issue of safe water supply was also raised. A delegation requested that the secretariat share the latest information on HIV and infant feeding with Board members. The same delegation informed that his Government was supporting research and programming on those issues. Another speaker raised questions concerning how to inform people at the grass-roots level about the benefits of breastfeeding.

421. The Chief of the Nutrition Section thanked delegations for their comments, which, he said, would be noted by the secretariat. He mentioned the many resources were being brought to bear on the HIV issue as well as on issues such as clean water. While UNICEF supported Governments that chose to supply infant formula in HIV settings, they were urged to follow the WHO/UNICEF recommendations. He said that UNICEF was interested in pursuing alternative replacement feeding approaches, noting that breastfeeding was the only infant feeding approach that had the added benefits of immune, developmental and many other factors that could be replaced, even with the best replacement foods. In conclusion, he stated that UNICEF was very interested in child protection and psychosocial development as reflected in the current MTSP. (See annex II, decision 2002/12, for the text of the decision adopted by the Executive Board.)

D. Innocenti Research Centre: progress report and proposed activities for 2003-2005

422. The Executive Board had before it a report on the Innocenti Research Centre containing a progress report and proposed activities for 2003-2005 (E/ICEF/2002/13), which was introduced by the Director of the Centre. She said that the proposed programme was designed to reinvigorate Innocenti as a centre of excellence for children's rights, to ensure its role as a critical resource for UNICEF and a catalyst with partners, and to consolidate its financial base and diversify its donor support.

423. The delegation of the host country expressed his Government's strong support for the Centre's direction and reaffirmed its commitment to support its activities. Other delegations spoke of the high quality of work done by the Centre and stressed the relevance of its studies to document country experiences, inform work at the field level and enhance the learning process within UNICEF. Speakers also referred to the Centre's contribution to promoting children's rights, monitoring implementation of the Convention on the Rights of the Child, addressing such emerging areas as child trafficking and monitoring the impact on policies of methodologies such as the one developed for the MONEE project. They expressed support for the Centre's intellectual independence and its focus on new and emerging issues, controversial and sensitive questions, and areas where "knowledge gaps" have been identified. They encouraged the Centre to pursue its alliance-building strategy, including with the emerging European network of children's centres and the European Network of Ombudspersons for Children, and to promote collaboration with research networks in the South.

424. Delegations expressed concern about the Centre's financial situation, saying there was a risk of its agenda becoming donor-driven through contributions to specific projects, and suggested broader support for its core funding. It was suggested that a multi-donor thematic fund be considered to support the Centre's programmes. Other speakers said that additional regular resources should be allocated to the Centre's activities, and some said that its operational costs should be reduced. The Director replied that the operating costs in the proposed budget for 2003-2005 had not been increased. The question of allocating

regular resources to the Centre would require further consideration by the Executive Board, and such an increase should not in any way compromise the availability of regular resources for UNICEF field-level work.

425. Some delegations suggested that the Centre strengthen efforts to disseminate its studies and research findings and to ensure that members of the Executive Board receive its publications. The Director said that the Centre would share with the Board its studies, advocacy materials and research findings, both during relevant thematic and informal discussions with the Board and through actual distribution of copies. (See annex II, decision 2002/13, for the text of the decision adopted by the Executive Board.)

E. Medium-term strategic plan for the period 2002-2005: financial plan and related recommendation

426. The Executive Board had before it the financial medium-term plan for the period 2002-2005 (E/ICEF/2002/AB/L.9), which was introduced by the Deputy Executive Director, Operations. In summarizing the report, she said that regular resources income had decreased from 49 per cent of total contributions in 2000 to 45 per cent in 2001. This imbalance was of great concern to UNICEF because predictable core resources were critical to achieving the priorities of the MTSP.

427. Nearly all speakers expressed concern about the imbalance between regular resources and other resources, and a number of them called for action plans to mobilize core resources from government and private sector sources. The Deputy Executive Director said that the funding imbalance was unsustainable and that if no action were taken, there would be cascading negative effects on programmes financed from regular resources at the country level, on field office support budgets and on the headquarters support budget. The levels of the support budgets were already relatively low, having been reduced consistently over the last two bienniums. The situation required urgent action from all donors to UNICEF.

428. Several delegations asked what the secretariat planned to do to remedy the funding imbalance, and what its expectations were vis-à-vis Board members and government donors. One delegation said that UNICEF should also mobilize extrabudgetary income from bilateral donors to supplement and expand the reach of core resources. Some speakers said that the plan should include some analysis of the impact of the funding gap on the implementation and expected results of the MTSP. The Deputy Executive Director said that the best-case scenario would be a 7 per cent increase in regular resources allocations from Governments. This would allow UNICEF to pursue its programmes with predictability and to allocate the resources based on need in line with the present formula for allocation of regular resources to UNICEF programmes. A second-best solution would be increased thematic funding in line with the five MTSP priorities. A third-best fall-back plan would be to mobilize additional earmarked resources that supported the MTSP priorities. In addition, she said that the secretariat would submit to the Board at its first regular session of 2003 a report on the UNICEF recovery policy that would recommend a substantial revision of the current 5 per cent rate of recovery. She added that the recent weakening of the United States dollar was expected to result in an additional $16 million in regular resources income from major government donors, a factor that would slightly mitigate the downward trend of UNICEF core income.

429. To comments that the plan did not contain explicit linkages to the priorities and objectives of the MTSP, the Deputy Executive Director said that the financial plan had been presented to the Board last year as part of the MTSP. As a rolling companion plan to the MTSP, the financial plan was revised every year based on the most recent trends and information. She would report fully on progress against the MTSP in part II of the Executive Director's annual report to the Board. The secretariat would continue to enhance its results-based reporting in that report, which would be presented at the annual session of 2003.

430. Some speakers said that UNICEF should continue to enhance transparency and comparability of reporting in the plan, particularly in relation to expenditures. The Deputy Executive Director replied that UNICEF had harmonized its budget formats and terminology with those of UNDP and UNFPA since 1997 and that the financial plan had been prepared on that basis. She added that UNICEF was committed to pursuing harmonization and improvements in reporting and transparency with other agencies that were members of the UNDG Executive Committee.

431. To a speaker who called for a continuous conservative approach in planning of expenditures based on projected income, the Deputy Executive Director said that the financial plan explained the factors contributing to the record level of expenditures. It also indicated that UNICEF monitored its liquidity very closely and was able to manage its spending accordingly, as evidenced in the case of the carry-over of savings to finance additional expenditures for 2001.

432. Responding to a question regarding the staffing strength of UNICEF field offices and headquarters, the Deputy Executive Director said that through its integrated budget, the secretariat carefully assessed the human resources requirements of country offices when they were preparing new country programmes or undertaking MTRs. As such, area and country offices were well staffed in comparison with headquarter locations, in line with the organization's decentralized approach. (See annex II, decision 2002/14, for the text of the decision adopted by the Executive Board.)

F. Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions

433. The "Report to the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions" (E/ICEF/2002/AB/L.7) was introduced by the Deputy Executive Director, Operations. She said that the report was a standard ongoing practice through which UNICEF advised the General Assembly, through the Advisory Committee, as to the measures that the organization had taken to address pending audit recommendations. The present report covered the response to recommendations of the Board of Auditors on the UNICEF accounts for the biennium 1998-1999.

434. There were no comments by delegations on the report. (See annex II, decision 2002/15, for the text of the decision adopted by the Executive Board.)

G. Cash assistance to Government in the context of UNICEF programme cooperation modalities

435. In his introduction to the report (E/ICEF/2002/AB/L.5), the Director of Programme Division explained that it illustrated the modality of CAG in the context of UNICEF programme and operational cooperation modalities. The report also detailed the procedures used in managing CAG - from the MPO and annual programme plan of action to monitoring and oversight by the field office, regional office and headquarters. The Director added that this information was contributing to the discussion among the agencies of the UNDG Executive Committee as they explored opportunities for harmonization and simplification. The objective was to explore best practices that take into consideration the UNDG agencies' primary accountability of transferring resources to national entities and the need to maintain regular oversight and monitoring to discharge accountabilities to government bodies. He concluded by stressing that the programme cooperation modalities enabled UNICEF to fulfil its accountability to the Executive Board for the quality, timeliness and relevance of UNICEF support, as well as for the need to account properly for financial transactions and to monitor and ensure oversight of the utilization of programme input.

436. The UNICEF Comptroller continued the presentation with an overview of the genesis of the procedure for accounting of cash assistance as an expenditure and its audit-related questions. She indicated that this policy had been followed since 1969 upon the advice of the United Nations Board of Auditors. However, in the context of its audit of 1994-1995 (A/51/5/Add.2), the Board of Auditors had expressed concern that, according to the wording of the definition of programme expenditure in UNICEF Financial Regulations and Rules, CAG did not become a programme expenditure until the appropriate utilization documentation had been received. They recommended that the policy on the accounting for CAG be reviewed for consistency with the definition of programme expenditures in UNICEF Financial Regulations and Rules as well as programme management procedures.

437. In that context, UNICEF undertook a review and found the following:

(a) Prior to 1988, UNICEF had followed the Financial Regulations and Rules of the United Nations, but because they were not easily applicable to the reality of UNICEF expenditure patterns, which were largely for programme inputs, the Executive Director and the Executive Board decided to develop UNICEF

Regulations and Rules, as recommended by the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions;

(b) In developing the regulations, the secretariat carried out an in-depth and extensive review of UNICEF procedures. The proposed new regulations were reviewed by both the United Nations Office of Legal Affairs and the Advisory Committee. The new regulations were designed simply to codify the existing practice of UNICEF, including cash assistance. With some minor changes, the proposed financial regulations were endorsed by the Advisory Committee, approved by the Executive Board in 1987 and operationalized in 1988;

(c) A further result of the review revealed that the language used in the Financial Regulations and Rules adopted in 1987 to define programme expenditure lacked clarity and could be misinterpreted. To remedy this shortcoming, the regulation was revised to bring it into line with the established 30-year practice and the original intent of the 1988 regulation. The Executive Board approved this proposal in September 1999;

(d) In its report of October 1999 (A/54/441), the Advisory Committee pointed out what they believed to be a contradiction in the UNICEF explanation of why treating CAG as an expenditure was technically incorrect when compared to UNICEF operating procedures regarding refunds of CAG that were not fully spent (see the report of the Advisory Committee on CAG (E/ICEF/2002/AB/L.6, paragraph 6)).

438. The Comptroller said that UNICEF management had taken the comments of the Advisory Committee very seriously and had prepared the report on CAG for the review of the Board of Auditors and the Advisory Committee to, among other things, clarify those points.

439. The Comptroller also pointed out two more pertinent facts:

(a) In the report of the United Nations Board of Auditors for the biennium 1998-1999, there was no recommendation with respect to accounting for cash assistance as expenditure. The Board of Auditors had found that the measures taken by UNICEF were adequate to address their recommendations in previous audits;

(b) Upon the entrance of the United Nations Board of Auditors for the year 2000, UNICEF asked specifically if the Board of Auditors had any further issues with regard to CAG as an expenditure and was advised that this was no longer an audit issue.

440. In its report on the UNICEF paper (E/ICEF/2002/AB/L.6), the Advisory Committee repeated its statement from its report of 6 October 1999 and restated its previous opinions that took issue with UNICEF accounting policy and operating procedures.

441. The Advisory Committee had requested the Board of Auditors to ascertain the extent to which the various control, reporting and certification functions were being performed. The Board of Auditors did this in the context of their review carried out during 2001. UNICEF very much appreciated the review and the recommendations of the Board of Auditors to strengthen procedures, and had already taken a number of measures based on this review to strengthen control, monitoring, oversight and reporting.

442. The Comptroller also pointed out specifically paragraphs 50-54 in the report that addressed oversight and monitoring in detail. It was worthwhile to note in this respect that UNICEF was bound to rely on the active participation of cooperating Governments and on their internal control frameworks. The Comptroller also reiterated that UNICEF was participating actively with UNDP, UNFPA and the World Food Programme (WFP) to find best practices in the area of transferring resources to national entities, and would be reporting more on progress in this regard in early 2003.

443. The speakers addressing this agenda item expressed appreciation for the presentations, which they viewed as informative and educational. They reiterated the importance of a framework that would reconcile the requirements of the Board of Auditors and the Advisory Committee with UNICEF programme imperatives and accountabilities. A number of these delegations stated that they would await the outcome of the report of the Board of Auditors for the biennium 2000-2001 and the comments of the Advisory Committee on the report of the Board of Auditors for further discussion at the January 2003 Board. They also emphasized the importance of the harmonization of resource transfer modalities as part of the simplification and harmonization work undertaken at the level of the UNDG. Another delegation highlighted the need to maintain fiduciary oversight of

the funds provided to Government as donors were bound by their parliaments and civil society to account for the assistance provided.

444. Two delegations pointed to the fact that while the information of resource transfer modalities and the needs for harmonization within UNDG in this area were important and well appreciated, they cautioned against the wisdom for the Executive Board to intervene in micro-questions of accounting that were better left for UNICEF management and other competent bodies. Another speaker expressed the view that direct payment and reimbursement depended on specific conditions, and suggested that for poverty-stricken areas where funds could not be provided up front to help sustain the development of projects, 80 per cent of estimated expenditures could be paid in advance, with the remaining 20 per cent to be reimbursed after completion of the activity. The same speaker also emphasized the need to pay attention to the achievement of programme goals and their sustainability.

445. One delegation indicated that programme countries would welcome a harmonized procedure that should also meet government standards. The delegation added that if activities had been well planned, in most cases, there would be no refunds. A speaker said that unutilized funds should be returned to UNICEF to ensure that funds were not used outside of the UNICEF mandate. Another speaker wanted a response to the question raised by the Advisory Committee in paragraph 10 of its report on what would happen to refunds in the absence of an agreement between the Government and UNICEF.

446. The Director of Programme Division thanked delegations for the importance they placed on the work of UNDG in harmonization and simplification. He elaborated further on the mandatory process of annual project plans of action and annual reviews in UNICEF offices. Prior to the beginning of the year, annual review and planning exercises involving all national partners were undertaken to review the past year's performance, both programmatically and financially. These included analytical and performance-related reviews in terms of the utilization of funds — technical, cash and supply. As part of working with States and provinces, efforts were focused on the training and orientation of counterparts. This was a major activity in the office work plan, with the ultimate measure being the results achieved and sustained.

447. The Comptroller emphasized that UNICEF was accountable to donors and the Executive Board for ensuring that the funds were used for the purposes intended. With regard to direct payment, reimbursement or cash up-front, it was up to the country team to make that decision based on field realities. She added that UNICEF recognized its responsibilities, which it discharged through oversight and monitoring. In that context, UNICEF headquarters could go as far as retrieving information from the database on when and to whom the transfer was made, and for how much. If CAG was not managed in accordance with procedures, the Comptroller was authorized by the Executive Director to take action and recommend suspension and sanctions, which could be very disruptive to the programmes. As to the hypothetical question raised in the report of the Advisory Committee concerning the eventuality of the absence of an agreement to formalize transfers, the Comptroller reiterated that in addition to the Basic Cooperation Agreement and the MPOs, which stipulated clearly the accountabilities of the parties to all programme transfers, the annual project plan of action elucidated in more detail the implementation arrangements of the activities supported by the CAG transfer. (See annex II, decision 2002/16, for the text of the decision adopted by the Executive Board.)

H. Private Sector Division

Financial report and statements for the year ended 31 December 2002

448. The Director, PSD, presented the financial report and statements for the year ended 31 December 2001 (E/ICEF/2002/AB/L.3), an update on the development of the PSD business plan for 2003-2005 and a progress report on the implementation of the Private Sector Fund-raising Task Force recommendations. He reported that 2001 was another difficult year for card sales, with a more satisfactory performance in fund-raising. As a result, the net operating income in 2001 was 1.4 per cent lower than in 2000 in spite of the comparatively stable currency environment in 2001 in Europe, which minimized the exposure PSD had in prior years on the outstanding accounts receivable.

449. A number of delegations commended UNICEF for the improved cooperation and increased cross-fertilization of ideas between PSD and National Committees. They also welcomed the organizational

changes and reform, especially the implementation of the Private Sector Task Force recommendations; consolidation of PSD headquarters in Geneva; and the recruitment of specialized fund-raising staff, including the PSD Deputy Director for fund-raising.

450. Sharing the concern expressed by some delegations about the continued decline in sales revenues and profitability, the PSD Director stressed that the worst in sales was past and that the organizational thrust and focus was now on fund-raising, supported by sales. (See annex II, decision 2002/17, for the text of the decision adopted by the Executive Board.)

Progress on the development of the comprehensive Private Sector Division business plan: oral report

451. Regarding the detailed business plan, while appreciating the process and progress described by the Director, some delegations looked forward to reviewing the PSD work plan and proposed budget for 2003, which would include the business plan.

I. Internal audit activities for 2001

452. In presenting the report on internal audit activities in 2001 (E/ICEF/2002/AB/L.8), the Director of the Office of Internal Audit (OIA) stated that 27 field office audits and three headquarters audits had been completed in 2001. Based on those audits and the record of management actions to address recommendations from 2001 and prior years, UNICEF had demonstrated a satisfactory level of internal controls in 2001. However, there was scope for general improvement in the management of cash assistance, the implementation of field monitoring by UNICEF staff, and staff awareness of existing UNICEF procedures.

453. Delegations said that there had been improvements in the presentation and analysis of issues in the report for 2001 compared to the previous year's report. Several speakers welcomed the expanded reporting on management actions to address audit recommendations, and others expressed appreciation for the identification of specific audit locations that had received more than one unsatisfactory rating.

454. Several delegations remarked on the lower number of field audits implemented in 2000 and 2001 compared to earlier years and the number of staff vacancies in OIA in 2001. The Director explained that the higher number of field office audits in the late 1990s had been a reaction to control concerns in the early 1990s that since had been addressed. He also said that while the number of field audits in 2001 was below the planned level due to staff vacancies and security issues, OIA was fully staffed in 2002 and its coverage targets for field offices in 2002 were expected to be achieved.

455. A number of delegations requested information on the actions taken by management to address cash assistance at field offices. The Deputy Executive Director, Operations, reported the actions that were being taken, in addition to the issues discussed under the agenda item on that subject (see paragraphs 435-447 above). The actions included: (a) a detailed memorandum issued by the Deputy Executive Director to the Regional Directors in June 2002 requesting actions to strengthen regional office monitoring of CAG in their regions and support to field offices in CAG management; (b) instructions from the Director of Programme Division to all representatives to ensure that all MPOs developed from 2002 onward include a detailed consideration of UNICEF and counterpart accountabilities related to CAG; (c) the inclusion of CAG management as a standing agenda item at all Regional Management Team and annual management review meetings; (d) the organization of training workshops for UNICEF staff and counterparts on programme management and CAG management procedures; and (e) strengthened support to country offices in implementing audit recommendations and monitoring corrective actions related to CAG. One delegation also requested increased attention to the orientation of counterparts in UNICEF procedures for cash assistance management. The Deputy Executive Director acknowledged this need and said that high turn-over among counterparts was an important underlying cause of some aspects of weakness in cash assistance management noted in the report.

456. Responding to requests for information on the actions taken by UNICEF management to strengthen staff awareness of UNICEF procedures, the Deputy Executive Director said that they included increased content and functionality of the UNICEF intranet, the development of a self-learning orientation course on compact disc that would be mandatory for all new staff, and the continued implementation of annual training courses for all new senior leaders and selected senior

programme and operations officers. The OIA Director added that auditors regularly offered training sessions in internal control concepts that were well attended. The Deputy Executive Director also suggested that the current staff skills profile was a result of weak regular resources funding, which was affecting the organization's capacity to maintain long-term staff with a firm grounding in UNICEF procedures.

457. Another delegation requested that OIA present a list of all audits conducted in the reported year and the costs of implementing each audit. The Director replied that a list of all audits would be included in the next report and that the technical possibility of isolating the cost of each audit would be considered.

458. OIA was also requested to describe further the meaning of the risk ratings and how they were derived for each audited area. Delegations also requested that the next annual report include an assessment of actions within UNICEF to address the weaknesses identified in the current report. The Director said that the issues would be addressed in the next report. (See annex II, decision 2002/18, for the text of the decision adopted by the Executive Board.)

J. Programme of work for 2003

459. In his introduction to the programme of work for Executive Board sessions in 2003 (E/ICEF/2002/14), the Secretary of the Executive Board explained the "standing" requests, i.e. those elements that remained the same from year to year, and those that were included at the request of the Board or the secretariat to enrich further the work of the Board. In response to a request, he agreed to provide a written version of his introductory remarks to Board members.

460. On the programme of work for the first regular session, several delegations expressed the view that the annual report to the Economic and Social Council should include a discussion of UNICEF efforts in poverty reduction activities. It should also report on issues such as UNDAF, the UNICEF comparative advantage and the organization's response to the report of the Development Assistance Committee/Organisation for Economic Co-operation and Development on the harmonization of transaction costs. As a key document in Board discussions on follow-up to the triennial comprehensive policy review, the same speakers felt that the report should be analytical and include an assessment of progress made, constraints and implications for UNICEF in its efforts to implement General Assembly resolution 56/201 of 21 December 2001. In that case, the format of the report would have to be coordinated with the reports of other UNDG members. The Secretary of the Board replied that the secretariat, which continued to aim for excellence in documentation, would take these comments into account in the preparation of the document.

461. In response to a question about whether the report on the supply function would include an update on vaccine security, the Secretary of the Board said that this suggestion would be conveyed to those responsible for preparing the report. A delegation said that the report on SWAPs should be provocative, take stock of the current situation for UNICEF and include a comparison with other organizations. On the joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP, one delegation suggested that the secretariat look into the appropriateness of having an informal consultation, perhaps on experiences in reporting, while another suggested the possibility of examining the issue of joint field visits.

462. On country notes, to be considered at the annual session, a delegation said that they should be more detailed and analytical. On the process, the Secretary of the Board explained that the country notes and CPRs would be available on the UNICEF web site. Any Board member wishing to make a statement on a particular country note could do so after alerting the secretariat so that it could be built into the programme of work. In response to a request, he agreed to circulate a provisional list of the country notes by the end of October. A speaker also wanted to receive a list of the countries that would be reporting on MTRs and major country programme evaluations at the second regular session.

463. In response to a query about the rationale for scheduling a separate extraordinary session for consideration of the biennial support budget, the Deputy Executive Director, Operations, explained that the Advisory Committee on Administrative and Budgetary Questions had voiced concerns about postponing the discussion of the budget until the first regular session of the budget year. She also reminded delegations that the Board had endorsed having the extra session in December preceding the beginning of the biennium.

464. On other issues raised on the programme of work for 2003, several speakers felt that there should be an in-depth discussion of child protection within the context of the MTSP in 2003. The secretariat agreed, recalling that follow-up to child protection issues was already being implemented at the country level and within the context of the MTSP. In response to a request, the secretariat agreed to inform the Board about informals in sufficient time before each session. The Secretary of the Board agreed to look into ensuring the availability of the *UNICEF Annual Report* at the annual Board session. (See annex II, decision 2002/19, for the text of the decision adopted by the Executive Board.)

K. Other matters

465. The Executive Director briefed the Board on the discussions on the UNICEF branding exercise held at the recent annual meeting of National Committees for UNICEF, held in Llubljana, Slovenia. She had reminded the Committees that the visual elements were only one part of a broader project, which also included the brand essence, the communication framework and a structure for presenting information, focusing on "issue-action-impact", that was clear, optimistic, bold, contemporary and fresh. She had reported on the consultations that had been held with staff, the Executive Board, the Committees and, through testing, the general public. The final visual identity would retain the existing emblem and the strapline would include the phrase, "for every child". The timetable for rolling out the new brand was not yet final, and the interaction between the different elements of the brand was still being finalized.

466. A speaker said that this was her country's last session as a member of the Executive Board, and as a major donor, her Government was quite satisfied with the performance of UNICEF. She praised the commitment, professionalism and enthusiasm of UNICEF staff, adding that, none the less, progress was needed on collaboration and partnerships, for example, with UNDG and the Office for the Coordination of Humanitarian Affairs on SWAPs, CAPs, etc. Children were the primary target of UNICEF programmes, but UNICEF was not responsible for all aspects of United Nations policy and should cooperate closely with other agencies in areas where children were not the only target group. She said that narrative reports to the Executive Board needed more analysis of successful and less successful approaches, and that there should be further improvements in financial reporting. As for the working methods of the Executive Board, there should be more thorough discussion and dialogue, with the Board playing a more decisive role in crucial matters.

467. Another delegation said that her region, Central and Eastern Europe, included countries with a diverse range of social indicators. Her own country's indicators were close to those of members of the European Union, while other countries had very different situations. Her country wanted to share different national and regional experiences in following up the Special Session on Children.

468. A speaker expressed appreciation to the secretariat for changing the presentation of donor contributions in the 2002 *UNICEF Annual Report*.

Tribute to Denis Caillaux

469. The President paid tribute to Denis Caillaux, the Secretary of the Executive Board, who was leaving UNICEF after 23 years of service to become Secretary-General of Care International. The President introduced a mock draft decision thanking Mr. Caillaux for his intelligence, diplomacy, charm and humour and wishing him the best of luck in his new position. The Executive Director, joined by many delegations, also thanked Mr. Caillaux for his contribution to maintaining a strong relationship with the Executive Board in his tenure as Secretary.

L. Closing of the session

470. The Executive Director thanked the Board for the fruitful and interesting session, which had included a number of informal discussions in addition to the formal debates. She said that the secretariat was pleased with this growing interaction and hoped that it would continue to improve. She thanked the delegations that were leaving the Board and hoped they would continue to participate as observers. She also expressed appreciation for the strong participation of delegates from capitals, who frequently were closely involved with UNICEF. In closing, she again thanked Mr. Caillaux and wished him well in his new and challenging position.

471. The President said that 2002 had been a very special year for UNICEF — and thus a special time to be President of the Board — because of the Special Session on Children, the entry into force of the two Optional Protocols to the Convention on the Rights of the Child, the close association of UNICEF with the Millennium Development Goals, the implementation of the organization's own MTSP, and the "World Cup for Children" and the alliance between UNICEF and FIFA (Federation International of Football Association).

472. He said that he was proud to represent the Latin American and Caribbean group of States in the Executive Board, and saw great potential for future cooperation between UNICEF and the countries of that region. He added that he had been proud to be associated with UNICEF, first as a Vice-President and now as President of the Board. Frequently at the United Nations, such duties could become routine, but instead he had encountered widespread recognition throughout the United Nations of what UNICEF does and the way it does it.

Annex I

Government contributions to regular resources for years 2000 to 2004: actuals and indications pledged and/or paid as at 24 January 2002

(Expressed in thousands of currency pledged and in United States dollars equivalents)

(This matrix shows firm pledges and indicative pledges from member States. A number of countries, unable to make pledges at this time, indicated expectations that their contributions would be equal to or exceed the current level of support.)

ountry	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
fghanistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
lbania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
lgeria	25.0	25.0 (j)	20.0	20.0 (e)	20.0	20.0 (e)	0.0	0.0	0.0	0.0
ndorra	13.3	13.3 (j)	14.1	14.1	0.0	0.0	0.0	0.0	0.0	0.0
ngola	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ntigua and Barbuda	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
rgentina	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
rmenia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ustralia	4,672.0	3,033.8 (f)	4,800.0	2,623.0 (f)	4,800.0	2,479.6 (f)	0.0	0.0	0.0	0.0
ustria	1,090.1	1,011.4 (j,m)	1,090.1	1,014.3 (f,m)	0.0	0.0	0.0	0.0	0.0	0.0
zerbaijan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ahamas	1.0	1.0 (j)	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
ahrain	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
angladesh	32.0	32.0 (e)	34.5	34.5 (e)	34.5	34.5 (f)	0.0	0.0	0.0	0.0
arbados	0.0	0.0 (b)	0.0	4.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0
elarus	5.0	5.0 (j)	5.0	5.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
elgium	3,148.2	2,778.5 (f,l,m)	3,388.1	2,954.2 (f,i,l,m)	2,478.9	2,182.1 (f)	2,478.9	2,182.1 (f)	0.0	0.0
elize	37.8	37.8 (j)	0.0	0.0 (h)	0.0	0.0	0.0	0.0	0.0	0.0
enin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
hutan	21.0	21.0 (c,j)	12.1	12.1 (e)	13.5	13.5 (e)			0.0	0.0
olivia	10.0	10.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
osnia and Herzegovina	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
otswana	28.0	5.7 (f,j)	52.0	9.4 (j)	0.0	0.0	0.0	0.0	0.0	0.0
razil	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ritish Virgin Islands	0.0	0.0	1.5	1.5 (c,j)	0.0	0.0	0.0	0.0	0.0	0.0
runei Darussalam	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ulgaria	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
urkina Faso	7.2	7.2 (j)	1.4	1.4 (f)	0.0	0.0	0.0	0.0	0.0	0.0
urundi	1,000.0	1.3 (j)	1.3	1.3 (f)	0.0	0.0	0.0	0.0	0.0	0.0
ambodia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Country	2000 Actual Pledged currency	 US$	2001 Actual (a) Pledged currency (a1)	 US$ (a2)	2002 Pledge Pledged currency	 US$	2003 Indication Pledged currency	 US$	2004 Indication Pledged currency	 US$
Cameroon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Canada	13,500.0	9,081.1 (j)	13,500.0	8,596.7 (f,g)	13,500.0	8,490.6 (f,g)	0.0	0.0	0.0	0.0
Cape Verde	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Central African Republic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chad	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chile	70.0	70.0 (b,e)	70.0	70.0 (a,b)	70.0	70.0 (f)	0.0	0.0	0.0	0.0
China	1,137.1	1,137.1 (b,e,f)	1,150.0	1,150.0 (b,e)	1,150.0	1,150.0 (f)	0.0	0.0	0.0	0.0
Colombia	450.0	450.0 (a)	432.5	432.5	400.0	400.0 (a)	0.0	0.0	0.0	0.0
Comoros	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Congo	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cook Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Costa Rica	0.0	0.0	1.1	1.1 (b,j)	0.0	0.0	0.0	0.0	0.0	0.0
Cote d'Ivoire	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Croatia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cuba	30.0	30.0 (b,c,f)	25.0	25.0 (f)	0.0	0.0 (h,e)	0.0	0.0	0.0	0.0
Cyprus	1.3	1.3 (e,i)	2.4	2.4 (e)	10.0	10.0 (f)	10.0	10.0 (f,i)	10.0	10.0 (f,i)
Czech Republic	5,000.0	126.2 (e)	5,000.0	132.6 (d,e)	0.0	0.0	0.0	0.0	0.0	0.0
Democratic People's Republic of Korea	0.0	0.0 (b)	0.0	0.0 (b)	0.0	0.0 (b)	0.0	0.0	0.0	0.0
Democratic Republic of the Congo	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Denmark	190,000.0	22,951.9 (f)	190,000.0	22,456.0 (f)	0.0	0.0 (h)	0.0	0.0	0.0	0.0
Djibouti	0.0	0.0	0.0	0.0	1.0	1.0 (e,i)	0.0	0.0	0.0	0.0
Dominica	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Dominican Republic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ecuador	0.0	0.0	22.3	22.3 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Egypt	130.0	34.7 (e)	130.0	34.8 (e)	130.0	28.9 (e,i)	0.0	0.0	0.0	0.0
El Salvador	26.0	26.0 (c,j)	25.0	25.0 (c,j)	0.0	0.0	0.0	0.0	0.0	0.0
Equatorial Guinea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Eritrea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Estonia	0.0	0.0	0.0	0.0	300.0	16.9 (f)	300.0	16.9 (f,i)	0.0	0.0
Ethiopia	36.9	36.9 (j)	303.0	35.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Fiji	5.1	2.3 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Country	2000 Actual Pledged currency	 US$	2001 Actual (a) Pledged currency (a)	 US$ (a)	2002 Pledge Pledged currency	 US$	2003 Indication Pledged currency	 US$	2004 Indication Pledged currency	 US$
Finland	11,773.2	11,198.4 (j,l,m)	12,193.6	10,479.8 (f, i,l,m)	12,000.0	10,383.4 (f,g)	0.0	0.0	0.0	0.0
France	7,317.5	6,782.6 (j,m)	7,000.0	6,031.3 (f,m)	7,300.0	6,062.1 (d,f)	0.0	0.0	0.0	0.0
Gabon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Gambia	4.7	4.7 (i)	5.0	5.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Georgia	0.0	0.0	1.0	1.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Germany	4,343.0	4,206.4 (f,m)	4,340.0	3,888.8 (f, i,m)	5,113.0	4,388.9 (f)	0.0	0.0	0.0	0.0
Ghana	5.0	5.0 (e)	10.0	10.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Greece	230.0	230.0 (f)	265.0	265.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Grenada	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guatemala	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guinea	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guinea-Bissau	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Guyana	0.0	0.0	2.9	2.9 (i)	0.0	0.0	0.0	0.0	0.0	0.0
Haiti	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Holy See	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Honduras	24.0	24.0 (f)	25.0	25.0 (i)	0.0	0.0	0.0	0.0	0.0	0.0
Hungary	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Iceland	9,487.2	100.0 (f,i)	110.5	110.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
India	43,750.0	999.7 (e,f)	31,000.0	640.2 (e)	31,000.0	661.3 (e)	0.0	0.0	0.0	0.0
Indonesia	0.0	0.0	75.0	75.0 (c,i)	0.0	0.0	0.0	0.0	0.0	0.0
Iran (Islamic Republic of)	100.0	100.0 (c)	93.5	93.5 (f)	93.5	93.5 (f)	0.0	0.0	0.0	0.0
Iraq	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ireland	2,030.5	2,347.1 (f,j,m)	3,000.2	3,403.9 (f,m)	5,023.3	4,662.1 (f)	6,000.0	7,042.3 (f,g)	0.0	0.0
Israel	60.0	60.0 (i)	77.0	77.0 (f,i)	60.0	60.0	0.0	0.0	0.0	0.0
Italy	10,325.1	9,584.2 (f,l,m)	13,427.0	11,470.6 (f,i,l,m)	14,000.0	12,323.9 (f,g)	14,000.0	12,323.9 (f,g)	14,000.0	12,323.9 (f,g)
Jamaica	90.0	90.0 (b,e)	0.0	0.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Japan	25,000.0	25,000.0 (f)	25,000.0	25,000.0 (f)	23,400.0	23,400.0 (d,f)	0.0	0.0	0.0	0.0
Jordan	20.0	20.2 (c)	10.0	14.1	0.0	0.0	0.0	0.0	0.0	0.0
Kazakhstan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Kenya	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Kiribati	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Kuwait	200.0	200.0 (e)	200.0	200.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Kyrgyzstan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lao People's Democratic Republic	5.0	5.0 (e)	5.4	5.4 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Latvia	0.0	0.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0
Lebanon	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lesotho	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Liberia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Libyan Arab Jamahiriya	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Liechtenstein	7.0	4.3 (e)	7.0	3.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Lithuania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Luxembourg	448.2	417.8 (f,m)	495.8	424.8 (f,m)	584.9	523.7 (f)	0.0	0.0	0.0	0.0
Madagascar	0.0	0.0	5.5	5.5 (f)	5.0	5.0 (f)	0.0	0.0	0.0	0.0
Malawi	60.0	0.8 (e,g)	120.0	1.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Malaysia	84.0	84.0 (e,d)	84.0	84.0 (e)	84.0	84.0 (e)	0.0	0.0	0.0	0.0
Maldives	7.8	7.8 (e)	7.5	7.5 (e)	7.5	7.5 (e)	0.0	0.0	0.0	0.0
Mali	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Malta	3.3	3.3 (j)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Marshall Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mauritania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mauritius	380.0	14.3 (c)	230.0	7.9 (f,l)	0.0	0.0	0.0	0.0	0.0	0.0
Mexico	200.0	200.0 (b,e)	200.0	200.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Micronesia (Federated States of)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Monaco	14.0	14.0 (e,l)	16.0	16.0 (e)	25.0	25.0 (e)	0.0	0.0	0.0	0.0
Mongolia	10.0	10.0 (e)	11.0	11.0 (e)	11.0	11.0 (e)	0.0	0.0	0.0	0.0
Morocco	1,566.0	145.7 (b)	0.0	0.0 (b)	2.0	2.0 (e)	0.0	0.0	0.0	0.0
Mozambique	3.0	3.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Myanmar	651.0	1.9 (b,c)	317.5	0.7 (b,j)	0.7	0.7 (f)	0.0	0.0	0.0	0.0
Namibia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Country	2000 Actual Pledged currency	 US$	2001 Actual (a) Pledged currency (a1)	 US$ (a1)	2002 Pledge Pledged currency	 US$	2003 Indication Pledged currency	 US$	2004 Indication Pledged currency	 US$
Nauru	0.0	0.0	3.0	3.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Nepal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Netherlands	25,184.8	22,753.6 (i,l,m)	35,848.6	32,592.8 (f,i,l,m)	28,361.2	24,985.8 (f)	0.0	0.0	0.0	0.0
New Zealand	1,900.0	928.1 (j,f,l)	2,200.0	900.7 (f)	2,200.0	912.9 (f)	0.0	0.0	0.0	0.0
Nicaragua	7.0	7.0 (f)	15.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0
Niger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Nigeria	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Niue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Norway	290,000.0	32,676.0 (f)	310,000.0	34,810.0 (f)	320,000.0	35,320.1 (f)	0.0	0.0	0.0	0.0
Oman	50.0	50.0 (e)	60.0	60.0 (c,f)	0.0	0.0	0.0	0.0	0.0	0.0
Pakistan	50.8	50.8 (b,i)	0.0	0.0 (b)	2,750.0	45.7 (b,f)	0.0	0.0	0.0	0.0
Palau	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Panama	22.7	22.7 (f)	35.0	35.0 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Papua New Guinea	5.0	5.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Paraguay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Peru	0.0	0.0	10.0	10.0 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Philippines	50.5	50.5 (b,f,d)	54.1	54.1 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Poland	200.0	48.0 (e,d)	50.0	50.0 (e)	50.0	50.0 (f,g)	0.0	0.0	0.0	0.0
Portugal	200.0	200.0 (f,g)	200.0	200.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Qatar	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Republic of Korea	1,300.0	1,300.0 (g,f)	1,500.0	1,500.0 (e)	0.0	0.0 (h)	0.0	0.0	0.0	0.0
Republic of Moldova	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Romania	310,000.0	9.9 (a,f)	300,000.0	11.7 (f)	350,000.0	11.1 (f)	370,000.0	11.7 (f,g)	390,000.0	12.3 (f,g)
Russian Federation	500.0	500.0 (d,e,f)	500.0	500.0 (e)	500.0	500.0 (e)	500.0	500.0 (d,f)	500.0	500.0 (d,f)
Rwanda	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Kitts and Nevis	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Lucia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Saint Vincent and the Grenadines	2.2	2.2 (c)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samoa	0.0	0.0	1.0	1.0 (f)	1.0	1.0 (e)	0.0	0.0	0.0	0.0
San Marino	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sao Tome and Principe	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Country	2000 Actual		2001 Actual (a)		2002 Pledge		2003 Indication		2004 Indication	
	Pledged currency	US$	Pledged currency (a1)	US$ (a2)	Pledged currency	US$	Pledged currency	US$	Pledged currency	US$
Saudi Arabia	1,000.0	1,000.0 (e)	0.0	0.0	1,000.0	1,000.0 (e,g)	0.0	0.0	0.0	0.0
Senegal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Seychelles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sierra Leone	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Singapore	50.0	50.0 (e)	50.0	50.0 (e)	50.0	50.0 (e)	0.0	0.0	0.0	0.0
Slovakia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Slovenia	3.7	3.7 (f)	10.0	10.0 (f)	18.5	18.5 (f)	0.0	0.0	0.0	0.0
Solomon Islands	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Somalia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
South Africa	200.0	31.6 (f)	51.6	51.6 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Spain	1,773.0	1,495.6 (f,m)	1,803.0	1,605.6 (f, i ,m)	0.0	0.0	0.0	0.0	0.0	0.0
Sri Lanka	15.5	15.5 (b)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sudan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Suriname	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Swaziland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sweden	290,000.0	31,156.9 (f,l)	297,000.0	29,747.6 (f)	297,000.0	28,045.3 (f)	297,000.0	28,045.3 (f,g)	297,000.0	28,045.3 (f,g)
Switzerland	17,000.0	10,383.0 (f)	17,000.0	9,550.6 (f)	18,000.0	10,714.3 (f)	18,000.0	10,714.3 (f,g)	18,000.0	10,714.3 (f,g)
Syrian Arab Republic	852.0	18.5	5.1	5.1 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Tajikistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Thailand	104.9	104.9 (b,e,l)	0.0	0.0 (b)	112.5	112.5 (e)	0.0	0.0	0.0	0.0
The former Yugoslav Republic of Macedonia	5.0	5.0 (j)	2.5	2.5 (f)	0.0	0.0	0.0	0.0	0.0	0.0
Togo	3.5	3.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tonga	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Trinidad and Tobago	1.6	1.6 (j,f)	4.9	4.9 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Tunisia	37.0	34.8 (e,f)	34.8	34.8 (b,e,l)	37.0	25.9 (e)	0.0	0.0	0.0	0.0
Turkey	120.0	120.0 (e,f)	88.1	88.1 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Turkmenistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Tuvalu	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Uganda	2.0	2.0 (f)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Ukraine	0.0	0.0	0.0	0.0	15.0	15.0 (f)	0.0	0.0	0.0	0.0

Country	2000 Actual Pledged currency	 US$	2001 Actual (a) Pledged currency (a1)	 US$ (a2)	2002 Pledge Pledged currency	 US$	2003 Indication Pledged currency	 US$	2004 Indication Pledged currency	 US$
United Arab Emirates	100.0	100.0 (e)	100.0	100.0 (e)	100.0	100.0 (e)	0.0	0.0	0.0	0.0
United Kingdom of Great Britain and Northern Ireland	17,000.0	26,666.6 (f,l)	17,000.0	24,637.7 (f)	17,000.0	24,285.7 (f)	0.0	0.0	0.0	0.0
United Republic of Tanzania	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
United States of America	109,582.0	109,582.0 (f)	109,758.0	109,758.0 (f)	120,000.0	120,000.0 (g)	0.0	0.0	0.0	0.0
Uruguay	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Uzbekistan	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vanuatu	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Venezuela	0.0	0.0	47.0	47.0 (b)	0.0	0.0	0.0	0.0	0.0	0.0
Viet Nam	13.7	13.7 (e)	13.7	13.7 (j)	0.0	0.0	0.0	0.0	0.0	0.0
Yemen	18.4	18.4 (e,l)	16.7	16.7 (e)	0.0	0.0	0.0	0.0	0.0	0.0
Yugoslavia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Zambia	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Zimbabwe	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Miscellaneous income/ adjustments										
TOTAL CONTRIBUTIONS		342,583.4		349,816.6		324,752.8		60,848.5		51,605.9
Contributions towards local costs		323.5		248.4		185.9				
Adjustments to prior years		(27.7)		4.4						
TOTAL GOVERNMENTS		342,879.2		350,069.4		324,938.8		60,848.5		51,605.9

LEGEND:

(a) Amounts reported are provisional pending the finalisation of the Accounts for the year 2001.

(a1) The original pledged amount in the currency of the pledge.

(a2) The US$ value at time of the receipt.

(b) Amount reported excludes contribution towards local costs.

(c) Includes funds received for prior years' contributions.

(d) Subject to parliamentary approval.

(e) Pledge made at the United Nations Pledging Conferences.

(f) Pledge made at the UNICEF Pledging Events.

(g) Tentative pledge received or formal pledge not received.

(h) To be announced during the year.

(i) Includes contributions made and/or paid in multiple currencies.

(j) No amount formally pledged, contributions recorded on a cash receipt basis.

(k) Written pledge.

(l) Pledge made or cash received in addition to the original pledge.

(m) For comparison purpose the Pledged currency pledge has been converted to Euro.

Annex II

Decisions adopted by the Executive Board in 2002

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First regular session

2002/1. Election of the officers of the Executive Board for 2002

The Executive Board

Decides to elect the following officers of the Executive Board for 2002:

President:
H.E. Mr. Andrés Franco (Colombia)

Vice-Presidents:
Mr. Olivier Chave (Switzerland)
H.E. Crispin Grey Johnson (Gambia)
H.E. Mr. Murari Raj Sharma (Nepal)
Mr. Marius Ioan Dragolea (Romania)

First regular session
21 January 2002

2002/2. Annual report to the Economic and Social Council

The Executive Board

Takes note of the "Report of the Executive Director: Annual report to the Economic and Social Council" (E/ICEF/2002/4 (Part I) and Corr.1), and *requests* the secretariat to transmit it, along with a summary of the comments made during the discussion, to the Economic and Social Council for consideration at its substantive session of 2002.

First regular session
21 January 2002

2002/3. Activities of the Joint Inspection Unit

The Executive Board,

Takes note of the report by the secretariat on "Activities of the Joint Inspection Unit of relevance to UNICEF" (E/ICEF/2002/5).

First regular session
21 January 2002

2002/4. Procedures for consideration and approval of proposals for country programmes of cooperation

The Executive Board,

Having reviewed the report on "Procedures for consideration and approval of proposals for country programmes of cooperation" (E/ICEF/2002/P/L.16),

Welcoming the continued efforts made by the United Nations Development Group towards further harmonization and streamlining of the cycles and preparation procedures for country programmes of cooperation, *Emphasizing* that the programming process for UNICEF cooperation should continue to reflect national priorities and needs, under the primary responsibility of the national Government, and within the framework of the UNICEF medium-term strategic plan for the period 2002-2005 (E/ICEF/2001/13 and Corr.1) and in consultation with other relevant agencies and partners, as appropriate,

1. *Decides that*:

(a) The draft country notes for UNICEF programmes of cooperation will be developed on the basis of national plans and priorities, and within the framework of the Common Country Assessment and the United Nations Development Assistance Framework;

(b) The draft country notes will be 6-10 pages in length, depending on the size and other characteristics of the programme of cooperation, and will summarize the situation of children and women, the key results achieved and lessons learned from prior cooperation, while highlighting the main components of the proposed country programme, including objectives, strategies, main areas of assistance, expected results, major partnerships, management and monitoring arrangements, and proposed budget;

(c) The draft country notes will be presented to the Executive Board for discussion and comment at the annual session prior to the commencement of the programme cycle, and for approval of the aggregate totals of estimated regular and other resources in the programme budget;

(d) The country notes will be revised by the respective Government and UNICEF following presentation to the Executive Board, taking into account comments made by the Board;

(e) The revised country notes, including a results matrix, will be posted by October of the last year of the country programme on the UNICEF Extranet and will be approved at the first regular Board session in January on a no objection basis, unless at least five members have informed the secretariat in writing, within six weeks of the posting of a country note, of their wish to bring the particular country programme before the Executive Board;

(f) The above modifications will take effect in 2003;

(g) From 2003, the outcomes of mid-term reviews and major evaluations of country programmes will be considered at the second regular session of the Executive Board;

(h) The current arrangements for the consideration of other forms of programme recommendations — including "stand-alone" proposals for programmes to be funded by other resources only, proposals for intercountry and interregional programmes, and proposals for additional regular resources for already-approved programmes — will remain in effect;

2. *Requests* the Executive Director to report to the Executive Board at its annual session in 2005 on progress and any issues arising from implementation of the present decision.

First regular session
22 January 2002

2002/5. UNICEF Maurice Pate Award

The Executive Board

1. *Takes note* of the recommendation of the secretariat proposing changes to the selection process for the UNICEF Maurice Pate Award (E/ICEF/2002/7);

2. *Decides* that the procedure related to objectives, recipients, nominations, selection and value for the UNICEF Maurice Pate Award be amended to reflect the following:

1. Objectives and criteria

The Award will be renamed "The UNICEF Maurice Pate Leadership for Children Award".

The Award will be granted to an individual or organization displaying extraordinary and exemplary innovation and inspirational leadership in contributing to the advancement of the goals and objectives of UNICEF on a national, regional or global scale. In selecting a recipient, consideration will be given to those individuals or organizations whose activities: (a) provide for meaningful participation in its work by children and young people; (b) encourage voluntary and grass-roots activities; and (c) encourage voluntary and grass-roots activities with a potential for emulation and thus a multiplier effect.

The Award will be made not only on the basis of previous work but will be considered a grant in support of the continued work of the individual or organization in carrying out the above objectives.

2. Recipients

The Award may be conferred upon an institution, agency or individual, but not upon a Government or a head of State or Government. The Award will not be conferred upon any United Nations organization or official. Caution will be exercised in the selection to ensure that a selected recipient does not inappropriately figure within national political processes. Due regard will be given to the principle of equitable geographical balance.

3. Nominations

Each year the Executive Director will invite nominations for the Award from United Nations member States and Observers and members of United Nations specialized agencies, UNICEF country representatives, regional directors and other secretariat offices and National Committees for UNICEF in order to ensure a broad range of nominations. Solicitation of nominations will stipulate a deadline of 1 June of the year of the presentation of the Award.

4. Selection Committee

The secretariat, in close consultation with the Bureau, will create a Selection Committee comprising three to five independent, eminent persons who are knowledgeable about the Award's criteria and who have shown commitment to the overriding goals and objectives of UNICEF.

5. Selection process

The Selection Committee, with the assistance of the secretariat, each year will designate some specific geographic regions and some of the five UNICEF priority areas it believes can make the greatest contribution to improving the lives of children, for the focus of that year's Award. Nominations for the Award should be submitted formally to the Selection Committee through the secretariat. After a comprehensive review and evaluation of the nominees, the Committee will submit to the Executive Board, through the Executive Director and after prior consultation with the Bureau, a single recommendation for approval by the Board at its second regular session.

6. Value

The value of the Award will be set at $50,000 to be met from regular resources.

7. Award ceremony

The Award will be bestowed at a public ceremony in the region of the organization or individual recipient, thus providing further attention to the work of the recipient and encouraging attention to the objectives of UNICEF.

First regular session
24 January 2002

2002/6. Private Sector Division work plan and proposed budget for 2002

A. Private Sector Division budgeted expenditures for the 2002 season

The Executive Board

1. *Approves* for the fiscal year 1 January to 31 December 2002 budgeted expenditures of $82.2 million as detailed below and summarized in column I of table 7 of document E/ICEF/2002/AB/L.1:

	(In millions of United States dollars)
Commissions — field offices	1.5
Cost of goods delivered	28.6
Marketing expenditures	20.0
Support Services	17.8
Market Development Programme (MDP)	2.7
Fund-raising Development Programme (FDP)	7.5

	(In millions of United States dollars)
Nordic Investment Programme	4.1
Total expenditure, consolidated	**82.2**

2. *Authorizes* the Executive Director:

(a) To incur expenditures as summarized in column I of table 7 of document E/ICEF/2002/AB/L.1 and to increase expenditures up to the level indicated in columns II or III of the same table should the apparent proceeds from card and product sales and/or private sector fund-raising increase to the levels indicated in columns II or III, respectively;

(b) To redeploy resources between the various budget lines (as detailed in paragraph 1 above) up to a maximum of 10 per cent of the amounts approved;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2002 approved work plan.

B. Budgeted income for the 2002 season

The Executive Board

Notes that for the period 1 January to 31 December 2002, Private Sector Division (PSD) net proceeds are budgeted at $275.9 million (regular resources) as shown in column I of table 7 of document E/ICEF/2002/AB/L.1.

C. Policy issues

The Executive Board

1. *Renews* MDP with $2.7 million established for 2002;

2. *Renews* FDP with $7.5 million established for 2002;

3. *Renews* the Nordic Investment Programme, which includes four countries, with a budget of $4.1 million for 2002;

4. *Authorizes* the Executive Director to incur expenditures in the 2002 fiscal period related to the cost of goods delivered (production/purchase of raw materials, cards and other products) for the 2003 fiscal year up to $32.0 million as indicated in the PSD medium-term plan (see table 6 of document E/ICEF/2002/AB/L.1).

D. Medium-term plan

The Executive Board

1. *Approves* the PSD medium-term plan for the years 2003-2006 as reflected in table 6 of document E/ICEF/2002/AB/L.1;

2. While commending National Committees for their key contribution to PSD achievements, *recognizes* that the trend towards more decentralized activity entails a need for greater accountability;

3. *Requests* the Executive Director to submit, along with the next PSD budget proposal, a comprehensive business plan, to be updated annually, as the Division's contribution to the UNICEF medium-term strategic plan, in close consultation with National Committees and based on their expertise in their markets, detailing development strategies for each activity, organizational and financial consequences, and related policy decisions, for consideration of the Board;

4. *Further requests* the Executive Director to present a progress report on the development of the business plan at the 2002 second regular session.

First regular session
24 January 2002

Annual session

2002/7. Report on field visits of Executive Board members

The Executive Board

Takes note of the reports on the field visits of Executive Board members to Brazil, as contained in E/ICEF/2002/CRP.7, and to Viet Nam, as contained in E/ICEF/2002/CRP.8.

Annual session
6 June 2002

2002/8. Brussels Programme of Action for the Least Developed Countries for the Decade 2001 to 2010

The Executive Board

1. *Welcomes* the endorsement of the Brussels Declaration (A/CONF.191/12) and the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (A/CONF.191/11) by the United Nations General Assembly in its resolution 55/279 of 12 July 2001;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations as contained in United Nations General Assembly resolution 56/201 of 21 December 2001;

3. *Notes* the strong support given by UNICEF to the least developed countries (LDCs);

4. *Requests* UNICEF to continue to give special attention to LDCs in its programme activities and *emphasizes* the importance of the effective implementation of the Brussels Programme by UNICEF within its mandate;

5. *Invites* the Executive Director to mainstream the implementation of the Brussels Programme of Action in UNICEF activities as called for in United Nations General Assembly resolution 56/227, paragraph 4, of 24 December 2001.

Annual session
7 June 2002

2002/9. Evaluation function

The Executive Board

1. *Endorses* the "Report on the evaluation function in the context of the medium-term strategic plan" (E/ICEF/2002/10) as the policy statement on the evaluation function of UNICEF and, in this context;

2. *Reiterates*, in the context of the evaluation function, the principles of universality and country-driven programming for the activities of UNICEF;

3. *Emphasizes* the importance of preserving the decentralized nature of the evaluation system in UNICEF, given the diversity of situations that exist in different countries;

4. *Recognizes* that it is necessary to take into consideration the diversity of situations that exist while drawing lessons at the global level for policy development from evaluation exercises;

5. *Encourages* UNICEF to collaborate with the members of the United Nations system, within their respective mandates, on questions relating to evaluation of the effectiveness and impact of operational activities for development as identified in the Triennial Comprehensive Policy Review, as contained in General Assembly resolution 56/201 of 21 December 2001;

6. *Requests*:

(a) The UNICEF secretariat to ensure transparency and impartiality of evaluations and to make sure that the evaluation process is conducted in a professional manner while also taking into account the views of all concerned actors;

(b) UNICEF to enhance the independence of evaluation by making more extensive use of external evaluators, from both programme and donor countries, particularly the country concerned;

(c) UNICEF to support programme countries to evaluate their own programmes and to contribute to the strengthening of evaluation capacity in these countries;

(d) UNICEF to ensure the full participation of the national authorities in the drafting of terms of reference, the development of evaluation methodologies and indicators, and the selection of evaluation teams in all evaluation exercises conducted at the country level;

(e) The UNICEF secretariat to take into account, where appropriate, the programme of work of the Executive Board when scheduling its evaluation activities;

(f) The UNICEF secretariat to ensure that evaluations of relevance to the Executive Board are brought to its attention;

7. *Welcomes* the Executive Director's decision to publicize all evaluation reports;

8. *Decides* to review UNICEF's evaluation function through a progress report at the annual session of the Executive Board in 2004.

Annual session
7 June 2002

Second regular session

2002/10. Proposals for UNICEF programme cooperation

The Executive Board

1. *Approves* the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/2002/P/L.36:

(a) $129,149,000 for regular resources funding and $133,342,000 for funding from other resources for programme cooperation in Africa, as follows:

Country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2002/*
Botswana	2003-2007	3 100 000	7 900 000	P/L.1/Add.1
Cameroon	2003-2007	13 428 000	8 000 000	P/L.3/Add.1
Comoros	2003-2007	3 399 000	1 500 000	P/L.2/Add.1
Congo	2003	985 000	2 500 000	P/L.25
Côte d'Ivoire	2003-2007	17 663 000	8 000 000	P/L.4/Add.1
Democratic Republic of the Congo	2003-2005	48 659 000	40 500 000	P/L.26
Guinea-Bissau	2003-2007	5 124 000	18 000 000	P/L.5/Add.1
Liberia	2003-2005	4 441 000	11 700 000	P/L.27
Mali	2003-2007	24 684 000	23 242 000	P/L.6/Add.1
Mauritania	2003-2008	7 666 000	12 000 000	P/L.7/Add.1

(b) $12,974,000 for regular resources funding and $78,238,000 for funding from other resources for programme cooperation in the Americas and Caribbean, as follows:

Country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2002/*
Bolivia	2003-2007	5 474 000	25 500 000	P/L.8/Add.1
Eastern Caribbean	2003-2007	7 500 000	4 000 000	P/L.9/Add.1
PROANDES	2003-2007		29 863 000	P/L.28
Amazon subregional	2003-2007		18 875 000	P/L.29

(c) $198,309,000 for regular resources funding and $379,425,000 for funding from other resources for programme cooperation in Asia, as follows:

Country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2002/*
Afghanistan	2003-2005	27 260 000	105 000 000	P/L.31
East Timor	2003-2005	2 208 000	9 000 000	P/L.30
India	2003-2007	150 394 000	250 000 000	P/L.12/Add.1
Maldives	2003-2007	3 080 000	175 000	P/L.13/Add.1
Pacific island countries	2003-2007	10 000 000	12 000 000	P/L.10/Add.1
Papua New Guinea	2003-2007	5 367 000	3 250 000	P/L.11/Add.1

(d) $10,500,000 for regular resources funding and $17,350,000 for funding from other resources for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

Country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2002/*
Russian Federation, Belarus and Ukraine	2003-2005	7 467 000	14 500 000	P/L.33
Multi-country programme: Bulgaria, Latvia, Lithuania and Croatia	2003-2005	3 033 000	2 850 000	P/L.34

(e) $6,790,000 for regular resources funding and $12,850,000 for funding from other resources for programme cooperation in the Middle East and North Africa, as follows:

Country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2002/*
Djibouti	2003-2007	3 450 000	3 750 000	P/L.14/Add.1
Jordan	2003-2007	3 340 000	8 440 000	P/L.15/Add.1
Gulf Area Office	2003		660 000	P/L.32

Second regular session
17 September 2002

2002/11. Recommendation for additional regular resources for approved country programmes

The Executive Board

1. *Approves* the allocation of additional regular resources in the total amount of $13,146,228 to fund the approved country programmes of seven countries for 2003, summarized in the table contained in document E/ICEF/2002/P/L.35, as follows:

Region/country	*Balance of approved RR 2003 (A)*	*RR planning level 2003 (B)*	*Amount to be approved (B-A)*
Eastern and Southern Africa			
Angola	1 061 871	5 349 000	4 287 129
Kenya	1 135 642	4 417 000	3 281 358
Subtotal	**2 197 513**	**9 766 000**	**7 568 487**
West and Central Africa			
Benin	146 064	1 689 000	1 542 936
Subtotal	**146 064**	**1 689 000**	**1 542 936**
Americas and the Caribbean			
Ecuador	666 135	774 000	107 865
Subtotal	**666 135**	**774 000**	**107 865**
East Asia and the Pacific			
Democratic People's Republic of Korea	878 851	965 000	86 149
Philippines	1 680 834	2 314 000	633 166
Subtotal	**2 559 685**	**3 279 000**	**719 315**
South Asia			
Pakistan	8 820 375	12 028 000	3 207 625
Subtotal	**8 820 375**	**12 028 000**	**3 207 625**
Total	**14,389 772**	**27 536 000**	**13 146 228**

Second regular session
17 September 2002

2002/12. Global strategy on infant and young child feeding

The Executive Board

Endorses the global strategy for infant and young child feeding, as presented in the report on "Infant and young child nutrition" (A55/15 of 16 April 2002) and as endorsed by the Fifty-fifth World Health Assembly in its resolution WHA55.25 of 18 May 2002.

Second regular session
17 September 2002

2002/13. UNICEF Innocenti Research Centre: progress report and proposed activities for 2003-2005

The Executive Board,

Having reviewed the progress report on the UNICEF Innocenti Research Centre (IRC) and its proposed activities for 2003-2005 (E/ICEF/2002/13),

1. *Welcomes* the research, advocacy and policy studies conducted by IRC in the current programme and endorses the framework for further work, as contained in E/ICEF/2002/13;

2. *Authorizes* a three-year extension of the Centre's programme for the period 2003-2005 with a total allocation of $14 million in supplementary funding (other resources), of which the Government of Italy has pledged to provide a minimum of Euro 5,430,000 (approximately $5 million) for the core activities of the Centre, with the remainder to be sought from other donors, including a further additional contribution from the Government of Italy, for specific activities.

Second regular session
18 September 2002

2002/14. Medium-term strategic plan for the period 2002-2005: financial plan and related recommendation

The Executive Board

1. *Takes note* of the medium-term financial plan (E/ICEF/2002/AB/L.9) as a flexible framework for supporting UNICEF programmes;

2. *Approves* the medium-term financial plan as a framework of projections for 2002-2005 (summarized in table 5 of document E/ICEF/2002/AB/L.9), including the preparation of up to $253 million in programme expenditures from regular resources to be submitted to the Executive Board in 2003 (shown in table 4, item 3, of document E/ICEF/2002/AB/L.9). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

Second regular session
18 September 2002

2002/15. Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions

The Executive Board

Takes note of the "Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions" (E/ICEF/2002/AB/L.7).

Second regular session
18 September 2002

2002/16. Cash assistance to Government

The Executive Board

Takes note of the report on "Cash assistance to Government in the context of UNICEF programme cooperation modalities" (E/ICEF/2002/AB/L.5) and of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2002/AB/L.6).

Second regular session
19 September 2002

2002/17. Private Sector Division financial report and statements for the year ended 31 December 2001

The Executive Board

Takes note of the "Private Sector Division financial report and statements for the year ended 31 December 2001" (E/ICEF/2002/AB/L.3).

Second regular session
19 September 2002

2002/18. Report on internal audit activities in 2001

The Executive Board

Takes note of the report on "Internal audit activities in 2001" (E/ICEF/2002/AB/L.8).

Second regular session
19 September 2002

2002/19. Programme of work for Executive Board sessions in 2003

The Executive Board

Adopts the following programme of work for Executive Board sessions in 2003, contained in document E/ICEF/2002/14, as amended:

First regular session

(13-17 January)

- Report of the Executive Director (Part I): Annual report to the Economic and Social Council, including the UNICEF response to reports of the Joint Inspection Unit (JIU) (1995/5, 1998/1, 1999/6, 2001/4)
- HIV/AIDS and young people: oral report
- UNICEF participation in sector-wide approaches (2001/11)
- Review and analysis of the supply function in UNICEF
- UNICEF recovery policy (E/ICEF/2001/6/Rev.1, para. 405), including the report of the Advisory Committee on Administrative and Budgetary Questions
- Private Sector Division (PSD) work plan and proposed budget for 2003 (1994/A/9, 1996/22, 1998/5), including the PSD comprehensive business plan (2002/6)
- Pledging event
- Report on the meeting of the UNESCO/UNICEF Joint Committee on Education, including the report of the President of the Executive Board on the meeting (1995/4)
- Joint meeting of the Executive Boards of UNICEF and UNDP/UNFPA, with the participation of WFP
- UNICEF financial report and audited financial statements for the biennium ended 31 December 2001 and report of the Board of Auditors*

Annual session

(2-6 June)

- Report of the Executive Director (Part II) (1999/7, 1999/8, 2000/6, 2001/11)
- Ensuring children's rights to survival, development and protection in Africa (1995/18)
- Child protection issues
- UNICEF action in favour of AIDS orphans: oral report
- Human resources in the context of the UNICEF medium-term strategic plan (MTSP): oral report
- Draft country notes (2002/4)
- Review of the issue of establishment of an operational reserve (2001/7), including the report of the Advisory Committee on Administrative and Budgetary Questions

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* Deferred from second regular session of 2002.

	• Field visits of Executive Board members (1992/32) • Report of the Executive Board Working Group on Documentation (2001/3 and E/ICEF/2002/8 (Part I), para. 7)
Second regular session (15-19 September)	• Decisions taken by the Economic and Social Council: oral report (E/ICEF/1995/9/Rev.1, para. 470) • MTSP: financial plan and related recommendation (2000/3) • Water and sanitation in the context of the UNICEF MTSP: oral report • Summary of mid-term reviews and major evaluations of country programmes (1995/8) • Recommendation for additional regular resources for approved country programmes • Comprehensive report on the modified system for allocation of regular resources (1997/18) • Final report on the use of the funds for UNICEF support to the Special Session on Children and associated events (2001/21) • PSD financial report and statements for the year ended 31 December 2002 • Interim financial report and statements for the year ended 31 December 2002, the first year of the biennium 2002-2003 • Report to the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions • Report on internal audit activities in 2002 (1997/28) • UNICEF Maurice Pate Leadership Award (2002/5) • Programme of work for Executive Board sessions in 2004
Extraordinary budget session (December — date to be determined)	• Biennial support budget for 2004-2005, including the report of the Advisory Committee on Administrative and Budgetary Questions • Intercountry programmes

Second regular session
19 September 2002